

The Contractor

Keeping the Industry Informed



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Special issue on Annual Consultative Meeting 2025



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From the Editor

Local contractors must shun practices that tarnish their name

This year's Annual Consultative Meeting, which discussed opportunities and challenges related to the growth of local contractors, heard the remarks of Works Minister Abdallah Ulega against contractors who habitually neglect their contractual obligations once they are awarded public tenders and fail to complete projects on time. As this was not the first time a works minister was decrying the habit, Minister Ulega's remarks were justified: It is morally disgusting that some contractors can complain about a lack of opportunities but once they get a contract they behave dishonourably towards their employer. It would be prudent to revisit factors that can lead to this situation.

Essentially, execution of a project to be deemed successful, it must be completed timely and within budget. While acknowledging that some delays in projects do have a sound basis, in the spirit of this year's meeting's theme, we need to bring to light some reasons that reside far from the project site but have a hand in delays and lackluster performance.

It is worth noting that during project implementation, poor financing is the main causer of delay and poor performance – as alluded by an expert at the consultative meeting, when he said “cash flow constitutes the lifeblood of construction projects.” So, ideally, there should be money - if the procurement process followed the law and regulations but sometimes the law is violated, allowing corrupt practitioners to procure an equally corrupt contractor!

Thus, unethical behaviour can sow the seeds of project delay or failure very early – starting with when unethical procurement practitioners tailor the tender requirements to fit a preferred contractor who – to make matters worse – may lack capacity to execute the works.

Furthermore, a contractor who wins from a corrupt process would compromise in many areas, including hiring of skilled labour and purchase of building materials, in order to recoup the bribery monies thereby undermining his capacity to complete the project timely and to the highest standards. To exacerbate the situation, the engineer may not fulfill his role because his mind has also been corrupted.

However, another factor that can result in failure to meet contract obligations is an abundance of projects when a contractor becomes stretched-thin by implementing several projects simultaneously. This scenario has basis in poor estimation in that the contractor might have quoted too low on the flawed assumption that he would utilize resources from a nearby project - whose schedule gets affected by different factors.

We are pleased that contractors have acknowledged government efforts towards their growth and have promised to play their part in the endeavours. Hopefully, this will include shunning all practices that give them a bad name - thereby enabling the Government to deliver services to wananchi soonest.

Cover photo: Minister for Works, Mr. Abdallah Ulega (Seated 3rd Left), with CRB Board members following opening of the 2025 consultative meeting with construction sector stakeholders in Dar es Salaam.

From the Desk of the Registrar



Dear Readers,

I salute you all!

Welcome once again to our esteemed quarterly publication *The Contractor* – this edition being the very first in Financial Year 2025/26, which we are grateful to God for, among other blessings. The edition is dedicated to last financial year's major event, namely the Contractors Registration Board Annual Consultative Meeting 2025. I trust that some of you, who were fortunate enough to attend it, can attest to its success.

The Consultative meeting, which enabled the Board to meet and discuss with stakeholders under the theme “*Growth of Local contractors; Opportunities and Challenges*” from 15th – 16th, May 2025, at the Diamond Jubilee Hall in Dar es Salaam, was officially opened by the Minister for Works Hon. Abdallah Hamis Ulega and was closed by the Chief Executive of the Tanzania National Roads Agency (Tanroads) Eng. Mohamed Besta, on behalf of Ambassador Eng. Aisha S. Amour, the Permanent Secretary of the Ministry of Works

In particular, the meeting engaged stakeholders in assessing the current Construction Industry

environment and deliberating on how it fosters local contractors' growth by exploring the available opportunities and challenges facing them. Stakeholders also charted out strategies for improving their capacity to undertake projects successfully and efficiently.

The annual consultative meeting drew a total of 1,048 participants including Contractors, Employers, Consultants, foreign delegates, exhibitors and other stakeholders. The foreign delegates were from Uganda (4), Malawi (1), Zambia (2) and Rwanda (1).

Save for opening and closing session held on the first and final days respectively, the meeting consisted of 3 plenary sessions which included 8 paper presentations and plenary discussion sessions on both meeting days, a panel discussion on the second day and a wrap – up session, also on the second day. The panel discussion topic was *What should be done by various stakeholders to enhance the enabling environment for the growth of local contractors in the country?*

Through articles herein, *The Contractor* believes that the readers, including the construction Industry Stakeholders, not only will enjoy reading this issue but will also reflect on what should be done by the various stakeholders in the construction industry to enhance the enabling environment for the development and growth of local contractors in the country.

Enjoy!

Warm regards,

R. Nkori
Registrar

Events Calendar for Financial Year 2025/26

Sn	Event	Location	Date
1	Special Course on Contracts Management	Iringa	30 th July – 1 st August 2025
2	Special Course on Corporate Governance	Mwanza	10 th - 12 th September 2025
3	Special Course on Construction Pre-Contract Practices	Dodoma	8 th - 10 th October 2025
4	Special Course on Financial Management Skills	Dar es Salaam	5 th - 7 th November 2025
5	Special Course on Construction Planning, Organization & Control	Arusha	3 rd - 5 th December 2025
6	Joint Venture Workshop	Singida	19 th - 20 th February 2026
7	Special Course on Construction Pre-Contract Practices for Services	Dar es Salaam	11 th - 13 th March 2026
8	Annual Consultative Meeting	Dodoma	7 th - 8 th May 2026

Contractors go on study tour to Republic of Korea

The Registrar of Contractors Registration Board Eng. Rhoben Nkori, recently led a delegation of contractors and Board officials on a study tour to Seoul in the Republic of Korea meant to expose Tanzanian contractors to the Korean construction industry with a view to benchmark and learn from their Korean counterparts.

The delegation had also an opportunity to visit the capital of the Republic of Korea from 14th to 19th of July 2025, explored on availability of construction plant and equipment including meeting with contractors and other construction industry stakeholders in Korea for networking purposes.



Study tour participants listen to project manager, before visiting the Samsung Health Centre Refurbishment project site in Seoul

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CRB Registrar Eng. Nkori bids farewell K-FINCO CEO Dr. Lee, after the meeting and the Networking dinner



Study tour participants with Korea Construction Industry Stakeholders. 7th Right (first row) is Mr. Bahati Masile, the Tanzania Deputy Ambassador to the Republic of Korea and to his right is the CRB Registrar, Eng. Rhoben Nkori.

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Study tour participants in discussion at the Young Lim showroom for finishing materials for building



Study tour participants at the Incheon Bridge Tower: they get briefing at the conference room (Top left), while at right they are entering the Incheon Tower Bridge and at bottom left they are visiting the museum. Bottom right is the view of the bridge from the Incheon Tower.



Left photo: Some study tour participants pose for photo with the chairman of ICAK at their offices. Right photo: Study tour participants at entrance of ICAK offices



The site engineer at Samsung Health Centre Refurbishment project in Seoul, briefs study tour participants about the works



Study tour participants inspect used excavators at an equipment dealer's yard in Seoul



CRB Registrar, Eng. Rhoben Nkori, speaks during the delegation's courtesy visit at the Tanzania Embassy to the Republic of Korea in Seoul.



Study tour participants listen to Mr. John Masuka (standing) of the Tanzania Embassy to the Republic of Korea in Seoul. The delegation paid a courtesy visit to the Embassy, which coordinated tour logistics for the tour.

Proceedings of Annual Consultative Meeting 2025

The sections that follow are exclusive to speeches, some papers that were presented and discussions that took place during the Annual Consultative Meeting 2025. Most have been shortened to conserve space.

CRB performance for Year 2024

As per tradition, the Registrar of Contractors Registration Board Eng. Rhoben Nkori, presented report of its performance in various areas of its functions for Fiscal Year 2024 as summarized in the following sections.

Table 1: Registered contractors in 2024

Type	I			II	III	IV	V	VI	VII	Total
	F	L	T							
Building	1	12	13	36	18	53	166	176	21	483
Civil	3	19	22	35	24	52	220	245	11	609
Electrical	3	6	9	27	8	26	60	27	3	160
Mechanical	1	0	1	2	0	10	30	13	1	57
Specialist	5	14	19	72	338					429
SUB TOTAL PERMANENT	13	51	64	172	388	141	476	461	36	1,728
Temporary	31	17	48	6	4	9	7	0	0	74
Total	44	68	112	178	392	150	483	461	36	1,812

Legend: L-Local, F-Foreign, T-Total

As per the accompanying table, the majority (46.1%) of registered contractors are small contractors, that is Classes 6 and 7 for general works and Class 3 for specialist works. It is to be noted, however, that the ten years' trend has been fluctuating as depicted in Figure 1

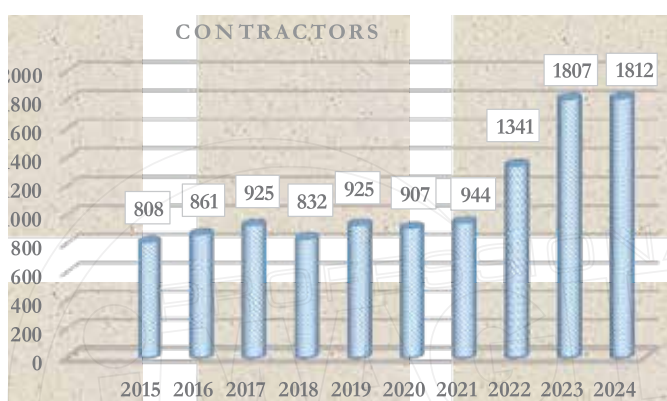


Figure 1: Ten years' registration trend

The total number of contractors on the Board's register as of December 2024 (Table 2) was **13,596**.

Registration and Deletion of Contractors

For the year under review, Eng Nkori said a total of 1,812 new contractors were registered which is an improvement over Year 2023 figure of 1,807.

Deletions

However, when registered contractors fail to abide by the requirements of the registration act and bylaws, they get deleted from the Board's register. On this aspect, it was reported that in the year under review, a total of 15 contractors were deleted for non-engagement in the contracting activities for more than five years.



Figure 2: Ten years Annual Deletions Trend

Compliance to the Registration Act and Bylaws

The Board inspected a total of 3,581 construction sites, countrywide which was an increase over the

• Continued on Page 11

previous year's number of 3,354. The visits comprised of regular site inspections and site inspection under crash programs and revisiting of non-complying construction sites to ensure compliance.

It was reported that 2,092 or 58.4 percent of the inspected sites complied with the statutes of the Contractors Registration Act while 1,489 or 41.6 percent of the sites were non-compliant.

Figure 3: Compliance Trend on Inspected Sites

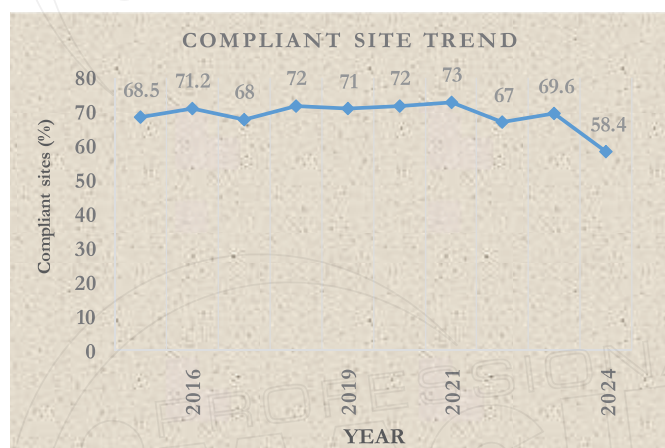


Figure 3 above shows the ten years' trend as ranging from 68.5 to 73 percent.

Contractors' Training

Furthermore, eight training courses under the Sustainable Structured Training Programme (SSTP) were conducted in eight centres with a total of 971 participants attending, as indicated in Table 4.

Table 4: Training Courses Conducted during 2024

Centre	Course	Participants
Dar es Salaam	Construction Pre-Contract Practices	171
Arusha	Financial Management Skill	153
Iringa	Financial Management Skills	123
Dodoma	Construction Pre-Contract Practices	90
Iringa	Construction Pre-Contract Practices	102
Dar es Salaam	Construction Planning, Organization & Control	147
Mwanza	Construction Planning, Organization & Control	125
Dodoma	Financial Management Skills	60
	TOTAL	971

Contractors Assistance Fund (CAF)

This Fund, which is operated by the Board in collaboration with CRDB Bank PLC, assists local contractors of all classes get bid and advance payment security guarantees. However, to have access to the Fund, a contractor must first apply for fund membership. It was reported that the Board issued Advance Payment Guarantees worth TZS 7.7 billion.



Registrar of the Contractors Registration Board Eng. Rhoben Nkori, presents the Board's performance report for 2024 at the CRB Annual Consultative Meeting at the Diamond Jubilee Hall, Dar es Salaam, May 15, 2025.

Performance of contractors based on project registration

Furthermore, a total of 4,691 projects worth TZS 10,472.4 billion were registered in Year 2024, compared to 4,539 projects worth 5,270 billion in Year 2023. The project profile is depicted in Figure 5.

Figure 5: Registered Projects Profile – Type wise

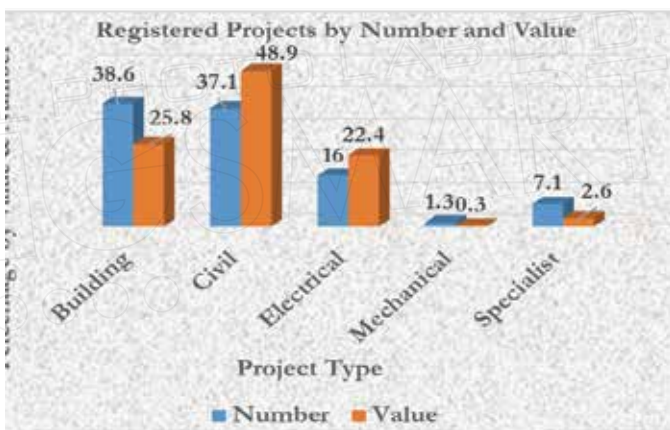


Figure 5, highlights the fact that Building and Civil works formed the majority (75.7%) and mechanical works were the minority (1.3%).

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The construction market shares by value continued to be dominated by foreign contractors as depicted in figure 6.

Figure 6: Construction Market Share



Figure 6 shows that, of the total number of projects, 3,848 (or 97.2%) were executed by local contractors, while 132 (or 2.8%) were executed by foreign contractors.

Conclusion

This report has depicted Board's good performance in nearly all areas except contractor compliance which is somewhat lower than for the previous year and more contractors made use of the Contractors Assistance Fund.

However, it was to be noted that as the market share of local contractors dropped from 41.2 to 40.5 percent the Board has an eye on the trend, with a determination to work towards achieving near parity.

Key success factors for effective project execution

By QS. Arb (T). Dennis Bennito Mtemi

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In construction, like in life, it is not always the strongest who succeed - it is those who adapt, prepare, and persevere with purpose.

Introduction

In Tanzania's construction industry, effective project execution has transitioned from being a competitive advantage to a fundamental necessity. Local contractors, much like their international counterparts, are navigating an increasingly intricate landscape characterized by escalating costs, narrowing margins, intensified regulatory requirements, heightened Employer expectations and, of course, political interference. Success is no longer measured merely by the completion of projects; it is now defined by the ability to deliver projects efficiently, profitably,

safely, and with enduring quality, i.e. of Value for Money.

This article sets forth the key success factors that influence effective execution of construction projects by local contractors, from the tendering stage to project closeout. It explores essential considerations at each phase, illuminates best practices, identifies common challenges, and offers recommendations for enhancing competitiveness and excellence. Essentially, the foundation of success is laid long before the first shovel hits ground.

Understanding and mastering the following critical factors often spell the difference between a contractor who merely survives and one who thrives and dominates the market.

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Tendering and Bidding

The journey toward effective project execution commences at the tendering stage. Indeed, a rushed or poorly prepared tender often results in failure. Key considerations during this stage include:

- **Thorough Understanding of the Project Scope and Requirements:** A careful review of tender documents, drawings, specifications, and contractual conditions is non-negotiable. Overlooking even minor details at this stage can translate into substantial risks and liabilities during execution. Carefully examine these documents and seek clarification wherever there are inconsistencies or ambiguities. These issues can impact your pricing during the evaluation stage and may also lead to serious challenges during implementation if you are awarded the contract.
- **Clear Risk Identification and Evaluation:** Contractors must undertake a systematic risk assessment, technical, financial, environmental, and otherwise, this will result in adjusting their pricing and qualifications accordingly. Unrealistic optimism at tender stage is the most fertile ground for project collapse.
- **Smart Pricing Strategy:** The objective should not be to offer the lowest price, but to tender a commercially viable and technically competitive bid. "Buying" projects at unsustainably low prices invariably leads to disputes, abandonment, or financial ruin.
- **Realistic Planning:** Bid schedules, resource allocations, and cash flow projections must be founded upon achievable, rational assumptions. Overpromising at tender stage often guarantees underperformance in execution. A common scenario is when a contractor claims to possess sufficient equipment and skilled personnel to meet project requirements, but in reality, lacks the necessary capacity. Once the tender is awarded, the contractor struggles to meet their own commitments due to shortages in equipment and manpower, causing delays and quality issues.
- **Strict Compliance with Tender Instructions:** Failure to submit requisite documents or to adhere to technical stipulations often results in automatic disqualification, a costly yet avoidable

mistake. Before bidding, assess whether you truly meet the project requirements. If you determine that you are eligible, take the time to thoroughly read and understand all tender conditions and ensure that every required document is correctly prepared and submitted. Missing out on a contract due to a minor oversight caused by lack of attention during the bidding process is both unfortunate and preventable.

Key Elements in Project Planning, Mobilization, and Pre-Construction Activities

Upon award of the contract, the transition to the execution phase must be deliberate and well planned. The adage holds true that: *"Failing to plan is planning to fail."* Key elements in this stage include:

- **Detailed and Practical Project Planning:** Developing a comprehensive Schedule Baselines, Method Statements, Risk Management Plans, and Resource Schedules early establishes the means to successful project delivery.
- **Comprehensive Mobilization Planning:** Mobilization extends beyond mere deployment of equipment and manpower. It also includes securing all necessary permits, arranging site hutments, establishing communication systems, and ensuring insurances and financial guarantees are duly in place.
- **Pre-Construction Coordination Meetings:** Early engagement meetings with Employers, consultants, subcontractors, and suppliers clarify expectations, remove ambiguities, and pre-empt coordination issues that could otherwise escalate onsite.
- iv. **Early Risk Management:** Anticipating and proactively mitigating risks during mobilization, including access delays, utility relocations, and adverse weather, minimizes potential disruptions.

Best Practices and Critical Success Factors During Project Implementation

Successful project execution demands constant discipline, proactive management, and adaptive leadership. Critical practices during implementation include:

- **Strong, Decisive Site Leadership:** A structured,

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Section of East Africa Crude Oil Pipeline: “Local firms often compete against better-resourced international contractors, particularly on high-value or complex projects.” Photo <https://www.thehabarinetwork.com/east-african-crude-oil-pipeline-expected-to-yield-significant-benefits-to-region>

empowered, and competent site management team is indispensable to project success. Site managers must lead from the front, driving daily planning, maintaining workers motivation, and enforcing site discipline.

- **Effective Communication Systems:** Routine site diaries, daily briefings, timely reporting, and a strong culture of early warnings enable swift corrective actions and reduce the risk of festering problems.
- **Quality Assurance and Control:** It is exponentially cheaper and strategically wiser to build it right the first time than to remediate defects later. An active quality management system ensures continuous inspection, testing, and rectification and that guarantees timely completion and successful contract execution.
- **Cash Flow and Financial Management:** Cash flow constitutes the lifeblood of construction projects. Vigilant management of invoicing, certificates, supplier payments, and forecasting is

crucial to averting liquidity crises.

- **Promoting a Safety Culture:** A safe site is not just a regulatory requirement, it is a strategic asset. Fewer accidents lead to fewer disruptions, reduced insurance costs, and heightened morale.

Common Challenges Faced by Local Contractors

Despite diligent efforts, local contractors often face persistent structural challenges that impact project execution, such as:

- **Regulatory Complexity and Compliance Costs:** Navigating the labyrinth of licenses, approvals, taxes, levies, and labor funds and compliance requirements consumes valuable time and resources.
- **Financial Constraints:** Restricted access to affordable financing, difficulties in securing loans, and delayed payment of certificates create chronic cash flow challenges.

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- **Technical Capacity Limitations:** Limited access to modern construction equipment, skilled technical personnel, and advanced construction technologies inhibits competitiveness.
- **Competitive Pressures:** Local firms often compete against better-resourced international contractors, particularly on high-value or complex projects.

Strategic Recommendations for Enhancing Local Contractor Capacity

To transcend these barriers, local contractors must implement deliberate and strategic reforms, including investing in capacity building, forming strategic partnerships and joint ventures; advocating for fair and transparent procurement processes; focusing on specialized niches and leveraging technology.

Further Best Practices for Sustainable Contractor Growth

Specialize and build a strong team; master delegation and control; be realistic, not greedy; maintain

financial discipline and invest in contractual and legal literacy. Furthermore, strengthen financial credibility; avoid informal deals; stick to formal instructions; avoid shuffling of project funds; stand firm on your contractual rights; negotiate smart;

Communicate effectively and maintain good records.

Conclusion

Effective construction project execution is not a matter of luck, it is a matter of preparation, strategy, discipline, and continuous improvement. From the first page of a tender document to the release of the performance certificate, contractors must be deliberate, practical, and resilient.

For local contractors, the challenges are real, but so are the opportunities. By embracing best practices, enhancing internal capacity, and focusing on smart execution at every stage, contractors cannot only survive but thrive in a highly competitive and dynamic environment.

The best way to predict your future is to build it - brick by brick, day by day, project by project.

Makandarasi wasiotimiza wajibu wachukuliwe hatua - Ulega

Waziri wa Ujenzi, Bw. Abdallah Ulega ameitaka Bodi ya Usajili wa Makandarasi (CRB), kuwachukulia hatua makandarasi wazembe wanaosababisha hasara kwa Serikali na kuwakosesha wananchi huduma kwa kushindwa kukamilisha miradi kwa wakati.

Ulega ametoa agizo hilo Mei 15, 2025 jijini Dar es Salaam wakati akifungua Mkutano wa Mashauriano na Wadau wa Sekta ya Ujenzi kwa Mwaka 2025 uliobebwa na kauli mbiu "Ukuaji wa Makandarasi wa ndani; Fursa na changamoto" na kuisitiza kuwa ni muhimu kwa makandarasi kujua kuwa wanao wajibu mkubwa katika kuinua uchumi wa nchi na maendeleo ya jamii.



Waziri wa Ujenzi, Bw. Abdallah Ulega, akifungua mkutano wa mashauriano na wadau wa sekta ya ujenzi Mei 15, 2025 Diamond Jubilee, Dar es Salaam



Washiriki katika mkutano wa mashauriano na wadau wa sekta ya ujenzi, Dar es Salaam, Mei 15, 2025

Ulega ametoa agizo hilo Mei 15, 2025 jijini Dar es Salaam wakati akifungua Mkutano wa Mashauriano na Wadau wa Sekta ya Ujenzi kwa Mwaka 2025 uliobebwa na kauli mbiu “Ukuaji wa Makandarasi wa

ndani; Fursa na changamoto” na kusisitiza kuwa ni muhimu kwa makandarasi kujua kuwa wanao wajibu mkubwa katika kuinua uchumi wa nchi na maendeleo ya jamii.

Waziri Ulega amezungumzia umuhimu wa makandarasi kufanya kazi kwa weledi na kuwapongeza baadhi ya wakandarasi wa ndani kwa kufanyakazi kwa uzalendo na hivyo kumaliza miradi kwa wakati.

Kwa upande wake, Makamu Mwenyekiti wa Bodi ya CRB, Mhandisi Farida Mawenya ametoa wito kwa Makandarasi nchini kuepuka na vitendo vya rushwa na kuwataka kushindana kwa haki ili kukuza sekta ya ukandarasi na uchumi wa nchi kwa ujumla.

Ameishukuru na kuipongeza Serikali kwa kuendelea kutoa kipaumbele kwa Makandarasi Wazawa kupitia vifungu wezeshi katika Sheria ya Ununuzi wa Umma ya Mwaka 2023 na kanuni zake za Mwaka 2024 ili waweze kukua na kutekeleza sehemu ya miradi mikubwa ya ujenzi na kuwezesha kushindana katika masoko ya nje ya Tanzania.



Makamu mwenyekiti wa Bodi Mhandisi Farida Mawenya akitoa salamu za Bodi katika ufunguzi wa mkutano wa mashauriano na wadau wa ujenzi kwa mwaka 2025

Mazingira wezeshi kwa ukuaji wa makandarasi wa ndani kupitia sheria ya ununuzi wa umma

Na Adv. Winifrida Samba

Acting Director of Procurement and Supply Capacity Development Directorate

Public Procurement Regulatory Authority (PPRA)

Phone 0754474677

[Chapisho hili limehaririwa na kufupishwa ili kukidhi haja ya nafasi – Mhariri]

Vifungu wezeshi katika sheria ya ununuzi wa umma na kanuni kwa makandarasi wa ndani

Sheria ya Ununuzi wa Umma na kanuni zake imeweka vifungu vingi vinavyotoa upendeleo ambavyo vinalenga kujenga uwezo wa watu na kampuni za ndani zikiwemo kampuni za makandarasi. Vifungu hivyo ni pamoja na vifungu vinavyohusu:

Upendeleo wa kitaifa

Katika Kifungu cha 56 cha Sheria na Kanuni ya 38 ya Kanuni za Ununuzi wa umma, Wazabuni wanaruhusiwa kushiriki kwenye michakato ya ununuzi bila kujali utaifa wao, isipokuwa pale ambapo taasisi nunuzi imeweka utaratibu wa ushiriki kwenye mchakato wa ununuzi kwa misingi ya utaifa.

Upendeleo wa kipekee

Kifungu cha 57 cha Sheria na Kanuni ya 45 ya Kanuni za Ununuzi wa Umma, zinatoa upendeleo wa kipekee kwa watu na kampuni za ndani. Endapo rasilimali fedha zimetolewa na taasisi ya umma, kila ununuzi wa kazi za ujenzi, bidhaa au huduma wenye thamani isiyozidi bilioni 50 itatengwa kwa ajili hiyo.

Ushiriki wa kampuni za ndani na wataalamu katika mikataba ya ushauri elekezi

Kifungu cha 58 cha Sheria na Kanuni ya 42 ya Kanuni za ununuzi wa umma zinataka kampuni za kigeni zinazoshindana kupewa kazi za ushauri elekezi zitahitajika kushirikisha wataalam na kampuni za ndani.

Upendeleo kwa bidhaa za ndani

Kifungu cha 60 cha Sheria na kanuni ya Kanuni ya 43 ya kanuni za ununuzi wa umma, vinaelekeza mikataba

ya bidhaa na huduma zinazohusiana itakayotolewa kwa misingi ya ushindani wa zabuni wa kimataifa au wa kitaifa, taasisi nunuzi itatoa upendeleo unaofikia asilimia 15 kwa bidhaa zinazotengenezwa au kuzalishwa ndani ya nchi na huduma zinazohusiana.

Kujenga uwezo wa watu na kampuni za ndani

Kifungu cha 61 na Kanuni ya 48 vinaitaka taasisi nunuzi kutenga si chini ya asilimia 30 ya thamani ya ununuzi wa mwaka kwa ajili ya zabuni kwa watu na kampuni za ndani na endapo watu au kampuni hazina uwezo wa kutekeleza mikataba, watu hao au kampuni hizo zinaweza kuingia katika ushirika kwa lengo la kuimarisha uwezo.

Jinsi ya kujengea uwezo kampuni za ndani

- Taasisi nunuzi itapaswa, kutenga si chini ya asilimia 30 ya thamani ya ununuzi kwa mwaka kwa ajili ya zabuni kwa watu na kampuni za ndani
- Taasisi nunuzi itaainisha katika mpango wa ununuzi wa mwaka zabuni ambazo zimetengwa kwa ajili ya watu na kampuni za ndani pekee na zabuni hizo hazipaswi kushindanishwa kwa kushirikisha wazabuni wa kigeni
- Endapo watu au kampuni za ndani hazina uwezo wa kushiriki katika zabuni zilizotengwa kwa ajili ya kujenga uwezo, watu au kampuni hizo zinaweza kuingia ushirika au ubia na watu au kampuni nyingine za ndani
- Endapo ushirika au ubia ulioingiwa hauna uwezo wa kushiriki katika zabuni zilizotengwa kwa ajili ya kujenga uwezo, ushirika au ubia huo unaweza kuingia kwenye ushirika au ubia na kampuni ya kigeni na mchango wa ushirika au ubia wa watu au kampuni za ndani hautapungua asilimia 75

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- Vyombo vya kisheria vitahakikisha kuwa msaada muhimu unatolewa kwa watu na kampuni za ndani zinazohusika katika mpango wa kujengewa uwezo ili kuziwezesha kutekeleza mkataba
- Katika tathmini ya zabuni zilizotengwa kwa ajili ya kujenga uwezo ambayo imewasilishwa kwa ushirika au ubia, vigezo vinavyohusiana na uzoefu, mtiririko wa mapato, mapato ya mwaka, wataalam na thamani ya miradi iliyotekelezwa vitakuwa jumuishi na havitapimwa kwa mtu au kampuni moja moja
- Endapo taasisi nunuzi itaweka katika nyaraka ya zabuni kigezo cha kuwasilisha taarifa ya wastani wa mapato ya mwaka kwa kipindi fulani, taarifa itakayowasilishwa na mzabuni itapaswa kuwa si chini ya asilimia 25 ya bei yake ya zabuni.

Uingiaji wa ushirika (Kanuni 39)

Kampuni ya ndani itakayoingia katika ushirika na kampuni ya kigeni itakuwa na ushirika usiopungua asilimia 51 ya mtaji wa hisa zilizolipwa za kampuni na asilimia 50 kwa kutoa wataalamu wanaotakiwa katika kutekeleza mkataba.

Uingiaji mikataba midogo na kampuni za ndani

Kampuni ya kigeni iliyopewa tuzo ya mkataba wa ununuzi inaweza, kwa lengo la kupata upendeleo katika zabuni za ununuzi wa umma, kuingia kwenye mkataba mdogo na kampuni ya ndani (Kanuni ya 40). Taasisi nunuzi itatoa ukomo wa upendeleo hadi asilimia sita kwa kampuni ya kigeni ambayo itatoa mkataba mdogo kwa kampuni ya ndani kama ulivyoainishwa katika Jedwali la Nane la Kanuni.

Uingiaji wa ubia (Kanuni ya 41)

Wazabuni wanaweza, kwa lengo la kupata upendeleo katika zabuni za ununuzi wa umma, kuingia katika ubia. Mzabuni wa ndani atakayeingia katika ubia na mzabuni wa kigeni atakuwa na ubia usiopungua asilimia 51 ya mtaji wa hisa zilizolipwa katika ubia na isiyopungua asilimia 50 kwa kutoa wataalamu wanaotakiwa katika kutekeleza mkataba.

Mafunzo kwa vitendo (Kanuni ya 49)

Katika utekelezaji wa kazi za ujenzi na huduma za ushauri elekezi wakandarasi na washauri elekezi watapaswa kutoa nafasi ya kujifunza kwa vitendo kwa wataalamu wahitimu kwa ajili ya kujenga uwezo.

Wakandarasi na washauri elekezi watapaswa kuonesha katika zabuni zao idadi ya wataalamu wahitimu watakaoshirikishwa katika kutekeleza mradi pamoja na maeneo ambayo watajengewa uwezo.

Matumizi ya Tamko la zabuni na Tamko la utekelezaji wa mkataba

Tamko la dhamana ya zabuni litatumika katika ununuzi pale ambapo thamani ya ununuzi haizidi ukomo wa juu wa upendeleo wa kipekee na katika mikataba maalumu. Aidha, Tamko la dhamana ya utekelezaji wa mkataba litatumika kwa zabuni zote zilizo chini ya ukomo wa upendeleo wa kipekee wa kimkoa (Kanuni ya 30). Mzabuni yeyote ambaye atashindwa kutimiza masharti ya Tamko la dhamana ya zabuni au ya utekelezaji wa mkataba atafungiwa kwa mujibu wa Kifungu cha 72 cha Sheria.

Ugawanyaji wa zabuni

Kwa lengo kukuza kampuni za ndani, Kanuni ya 47 imeruhusu taasisi nunuzi baada ya kupata idhini ya PPRA, kugawanya zabuni katika mafungu(lots) sawa ili kampuni za ndani ziweze kushiriki katika zabuni hizo. Ukubwa wa mafungu ya zabuni utategemea uwezo wa kampuni za ndani zilizolengwa katika ununuzi huo.

Mafanikio katika utekelezaji wa vifungu wezeshi

Tangu kuanza kutumika kwa Sheria ya Ununuzi wa umma, 2023 Tarehe 17 Juni, 2023 kumekuwa na mafanikio yafuatayo:

- (a) Serikali imefanikiwa kuanzisha na kutumia mfumo wa ununuzi wa umma kielektroniki ambao utasaidia katika kutekeleza masharti ya upendeleo yaliyowekwa katika sheria. Mfumo huu utasaidia kutambua kampuni za kandarasi ambazo zinamilikiwa na wataalamu, ambazo zinastahili kupata upendeleo ulioainishwa katika Sheria.

- (b) PPRA imeendelea kutoa mafunzo kwa wakandarasi juu ya fursa zilizopo katika sheria ya ununuzi wa umma na namna ya kutumia mfumo wa NeST katika kushiriki katika zabuni hizo.
 - (c) PPRA imeandaa Mwongozo wa Utoaji Upendeleo katika Ununuzi wa Umma, ambao unafafanua kuhusu utaratibu na masharti ya utoaji upendeleo kwa wazabuni.
- Changamoto za ushiriki wa wakandarasi katika ununuzi ya umma**
- Kumekuwa na changamoto mbalimbali za kampuni za ndani kushiriki katika ununuzi wa umma ikiwa ni pamoja na:
- a) a) Kukosa mitaji ya kufanyia kazi na benki kutoza riba kubwa;
 - b) Baadhi ya kampuni za ndani hawatengenezi zabuni zao vizuri kwa hiyo wanawasilisha zabuni ambazo hazikidhi (non-responsive bids);
 - c) Kuwasilisha zabuni ambazo gharama yake ni ya chini sana na kushindwa kutekeleza mkataba;
 - d) Rushwa;
 - e) Kutokuwa na muamko wa kuingia ushirika au ubia na kampuni nyingine
 - f) Udanganyifu wa sifa za mkandarasi pamoja na sifa za watendaji (key personnel)
 - g) Utekelezaji wa miradi isiyo na ubora
 - h) Kuchelewa kumaliza kazi kwa wakati
 - i) Baadhi ya taasisi kutotekeleza masharti ya upendeleo
 - j) Kampuni za ndani kukosa uzoefu unaohitajika katika baadhi ya zabuni za miradi mikubwa ya kimkakati inayotangazwa
 - k) Ukosefu wa vitendea kazi
 - l) Kampuni za ndani **kutokuwa na mazoea ya kujengeana uwezo** kupitia ubia, ushirika au

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Kipande cha reli ya kisasa, mkoani Morogoro: Kwa mujibu wa Adv. Samba, kutokuwa na muamko wa kuingia ushirika au ubia na kampuni nyingine kunawanyima makandarasi wa ndani fursa za kushiriki kwenye miradi mikubwa.

muunganiko na kampuni nyingine za ndani au kampuni za nje

Nini kifanywe na makandarasi ili kufaidika na vifungu wezeshi vya Sheria ya Ununuzi wa Umma?

Ili kufaidika na vifungu wezeshi makandarasi wanatakiwa kufanya yafuatayo:

- (a) Kuhakikisha wanatumia wataalam katika kupitia na kuzielewa nyaraka za zabuni ili kuandaa zabuni ambazo zinakidhi vigezo;
- (b) Kuwasilisha zabuni ambazo zina gharama zinazoendana na bei za soko ili kuwezesha utekelezaji wa mikataba kwa kuzingatia masharti na viwango vilivyowekwa kwenye mkataba;
- (c) Kuhakikisha miradi inatekelezwa kwa ubora unaotakiwa kwa kujenga uwezo wa wataalam wao kwenye masuala ya ubora
- (d) Kukamilisha utekelezaji wa miradi kwa wakati
- (e) Kutokujihusisha na rushwa, udanganyifu, ulaghai n.k katika kupata zabuni

- Kutoa taarifa kwa mamlaka au chombo kingine chenye dhamana inayohusurushwa, udanganyifu, ulaghai n.k

Nini kifanywe na wadau mbalimbali kuimarisha utekelezaji wa vifungu hivi

- (a) PPRA itasimamia utekelezaji wa vifungu vinavyotoa upendeleo kwa kampuni za ndani ikiwa ni pamoja na kuhakikisha mipango ya ununuzi inaonesha zabuni zilizotengwa kwa ajili ya kampuni za ndani, pamoja na kufanya kaguzi mbalimbali.
- (b) Vyombo husika vya kisheria vitahakikisha kuwa msaada muhimu unatolewa kwa watu na kampuni za ndani zinazohusika katika mpango wa kujengewa uwezo ili kuziwezesha kutekeleza mkataba.
- (c) Taasisi nunuzi kutekeleza masharti ya upendeleo yaliyoainishwa katika sheria na kanuni.

Mazingira wezeshi kwa ukuaji wa makandarasi wa ndani: Mtazamo wa Makandarasi

Na QS. Samuel Nyantari Marwa

Chairperson

Tanzania United Contractor and Allied Services Association (TUCASA)

Phone 0756283237

[Chapisho hili limehaririwa na kufupishwa ili kukidhi haja ya nafasi – Mhariri]

Mafanikio awamu ya sita

Mafanikio kadhaa yamepatikana katika kukuza makandarasi wa ndani na sekta ya ujenzi kwa ujumla. Mambo muhimu yanayojitokeza ni pamoja na: Uendelezaji wa sekta ya ujenzi, mageuzi katika sheria ya ununuzi, sera ya uwezeshaji wa Watanzania (local content), uvutaji wa wawekezaji na ushirikiano wa kimataifa.

Mafanikio haya yamechangia katika ukuaji wa sekta ya ujenzi na kuongeza ushiriki wa Watanzania katika miradi ya maendeleo. Hata hivyo, tunayo mapendekezo kadhaa:

Ukweli wa mambo

- kwa mwaka wa fedha 2022/23 CRB ilisajili miradi 4,141 yenye jumla ya 7.62 Tr
- Miradi 4,022 (97%) yenye thamani 3.1Tr (40.5%) wazawa; miradi 118 (3%) yenye thamani 4.5Tr (59.5%) wageni
- Mradi wa juu kabisa kwa wazawa ulikuwa na thamani ya 50bn/- wakati wageni kwa ulikuwa 1,500bn/- na kwa hiyo, sehemu kubwa ya fedha hii imepelekwa nje ya nchi.

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Ni dhahiri kuwa bado kuna ushiriki mdogo wa makandarasi wa ndani katika shughuli za miradi - hususani miradi mikubwa.

Kuhusu malipo

- Zaidi ya 93% ya makandarasi wamekumbana na ucheleweshewaji wa malipo. Zaidi ya 35% wamecheleweshewa kwa zaidi ya mwaka 1. Zaidi ya 92% walidai riba kimkataba lakini hawakulipwa. Zaidi ya 99% waliogopa kuendelea na hatua ya usuluhishi. Tatizo hili linachangia kwa kiwango kikubwa sana kudumaza ukuaji wa makandarasi wa ndani.
- Suala la mikataba kuwa *fixed* contracts linaathiri sana makandarasi. Mabadiliko ya bei duniani - hasa kufuatia kipindi cha Covid na vita kati ya Urusi na Ukraine inaongezeka kwa kasi kubwa

Mapendekezo

- Iwekwe sheria ya kulazimisha mwajiri kulipa. Sehemu zingine kama Uingereza, inatumika na matokeo yake ni kwamba gharama za ujenzi zimeshuka - maana mkandarasi mwenye uhakika wa kulipwa anaweka bei inayoendana na

ushindani. Kuchelewa kulipa hatimaye kunasababisha gharama kwa serikali kuongezeka

- Sheria ilazimishe ulipaji wa riba kwa anayechelewesha malipo ili awajibike kwa nini anaingia mikataba ambayo hana fedha? Kwa sasa riba inatajwa tu kwenye masharti ya mkataba
- Ianzishwe *Payment Guarantee*; mkandarasi alipwe na benki ili pale malipo yakichelewa aendelee na kazi. Nchi nyingine zinatumia njia hii
- Ili kukuza makandarasi wadogo, advance payment iongezwe hadi 35%
- Mikataba iwe na options *fully fluctuating* au *fixed*

Kuhusu kodi

Tax exemption

- Utaratibu wa *tax exemption* urejewe. Ikiwezekana kwa masuala ya ujenzi, mradi wenye msamaha wa kodi upewe *blanket exemption*
- Utaratibu wa sasa unachelewesha sana utekelezaji wa miradi na kuongeza gharama

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Makandarasi pamoja na wadau wa sekta ya ujenzi wakiwa kwenye mkutano wa Mashauriano na wadau wa sekta ya ujenzi kwenye ukumbi wa Diamond Jubilee, Dar es Salaam, 15 Mei, 2025

- Kushindwa kusimamia vizuri ule utaratibu wa zamani wa *blanket exemption*
- Tusishinikize utaratibu wenye shida zaidi katika utekelezaji wake hata kama unarahisisha kusimamia hiyo sheria ya msamaha wa kodi
- Tumepeleka maoni yetu kwenye Tume ya Marekebisho ya Sheria ya Kodi.

VAT TAX POINT

- Utaratibu wa kutakiwa kulipa kodi wakati umetoa invoice au *certificate* hauna uhalisia
- Malipo mengi huchelewa kulipwa - hata kwa zaidi ya mwaka
- Kutakiwa kulipwa kabla hujalipwa si haki; Sheria iangaliwe upya ili kodi ilipwe baada ya mlipwaji kulipwa

WITHHOLDING TAX

- Withholding tax ni kiwango kinachobakishwa wakati wa malipo ya huduma au vitu vilivyouzwa, kama kodi ya mapato inayochukuliwa kabla - huduma (5%) na vitu (2%). Kazi za makandarasi zimegawanywa kama 60% (goods) hivyo hukutwa 2% na 40% service hivyo hukutwa 5%. Kuna shida mbili kubwa hapa:
- Moja: hivi ni viwango vikubwa sana kwa kazi za ukandarasi havilingani na faida itakayopatikana - ambayo hasa ndiyo inapaswa kukatwa kodi ya mapato (30%)
- Pili: tafsiri hiyo ya goods and services ina walakini mkubwa kwa kazi za ujenzi
- Tunapendekeza kwamba kwa kuwa mkandarasi hauzi *materials*, service yake iwe 2% ya *gross* (ukiondoa *Contingency*, *Prime Cost Sums*, *VAT* na *Provisional sum*). Hiyo ndiyo ikatwe 5%

TAFSIRI YA LOCAL CONTRACTOR

Kwa ajili ya kukuza mkandarasi wa ndani ni lazima tafsiri ya BRELA kuhusu kampuni gani ni ya ndani na ipi ni ya nje ifanyiwe mapitio.

Kuna mifano ya kampuni za watu kutoka nje wanafanya kazi kama wa ndani kwa sababu umiliki, kwa hisa, unaonesha 51% ni *local*. Baadhi wanatumia

ujinga wa mtu kumrubuni na wanapata manufaa yaliyokusudiwa kwa wale wa ndani kama *margin of preference* na exclusive preference ilihali wao faida ya kazi inatumwa makwao. Hii inasababisha yafuatayo

- Ushindani usio wa haki
- Upotoshaji wa soko
- Kudhoofika kwa Uchumi wa taifa
- Kupunguza fursa za ujasiliamali
- Kuchochea rushwa
- Ukosefu wa mkakati wa kurithisha ujuzi (*skills transfer*)

Mapendekezo: CRB isajili local contractors wale tu wenye hisa 100% za watu wa ndani (siyo lazima wazawa)

FORCE ACCOUNT

Ijapokuwa sheria (PPA 2023, Art 76(2)) inaelekeza Force Account itumike tu kwa small projects haijatafsiri vizuri hili au tuseme haifuatwi vizuri na watendaji wa Serikali. Hakuna utafiti ulioonyesha kwamba kweli FA inaokoa fedha badala ya kula fedha. Watumishi wengi (Tarura, Tanroads, TBA, n,k) wamefungua kampuni za labour based. Sisi tunaona yafuatayo:

- Miradi mingi ya Force Account haimaliziki kwa wakati, haina viwango, haisimamiwi vizuri
- Wanataaluma kama walimu na madaktari wanatumika isivyo, badala ya kufanya kazi zao walizoajiriwa kufanya, sasa wanasimamia miradi
- Utaratibu wa Force Account unazinyima mapato taasisi kama CRB, ERB, AQRB na OSHA
- Mafundi wanaotumika hawatawajibishwa baadaye kwa matengenezo iwapo walikosea au walitumia vifaa hafifu
- Serikali inakosa mapato kupitia kodi kama kazi hizo zingefanywa na sekta binafsi

Mapendekezo: Force Account itafsiriwe vizuri na itumike tu kwa kazi zenye thamani hadi 50 milioni.

VIGEZO VYA ZABUNI

Baadhi ya vigezo vya kutoa zabuni si muhimu sana au vimepitwa na wakati. Kwa mfano: Umiliki wa mitambo, uzoefu wa kampuni badala ya wataalam

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katika kampuni, mahesabu ya kampuni ya miaka ya nyuma:

Hatuoni kama makandarasi wa nje wanapimwa kwenye vigezo hivyo, baadhi yao hukidhi hivi vigezo baada ya kupata kazi, teknolojia imebadilika sana - baadhi ya mitambo siyo lazima kuwa nayo, zege/lami - kwa mfano, inauzwa hivyo huhitaji kuwa na mtambo wa kuzalishia; mitambo inakodishwa kirahisi tu.

Vigezo hivi vinakwamisha sana ukuaji wa baadhi ya makandarasi wa ndani. Badala ya kuangalia uzoefu wa kampuni na umiliki wa mitambo, utumike uzoefu wa wenye kampuni (hata kama kampuni ni mpya) na uwezo wa fedha.

Kwa mfano, katika miradi hii

- Upgrading of Kahama-Bulyanhulu Jct-Kakola Road (73km) to Bitumen Standard wa 2022/23 Tanroads: Mkandarasi awe amefanya angalau miradi 2 ndani ya miaka 10 isiyopungua 80b/- na annual construction turn over ya 70b/-
- Upgrading of Tarime – Mugumu Road to Bitumen Standard (86 Km); Lot 2: Tarime – Mogabiri (9.3 Km), Nyamongo – Mugumu (48.15 Km) And 3.6 Km for Mugumu Roundabout Approaches wa 2022/23 Tanroads: Mkandarasi awe amefanya angalau miradi 2 ndani ya miaka 10 isiyopungua 70b/- na annual construction turn over ya 60b/-

Wako makandarasi wa ndani wenye uwezo wa kufanya kazi hizi lakini ni wangapi wana uwezo wa kifedha uliotajwa? Kama nia ipo ya kukuza wazawa, hivi vigezo visiwepo kwani ni kikwazo kikubwa.

DHAMANA ZA BIMA

Idara na taasisi nyingi za umma hazikubali dhamana za bima kwa ajili ya bid security, performance security, advance payment, nk. Pia, hazitumii performance securing declaration ambayo imelenga kumsaidia mkandarasi. Hali hii inachangia sana kutokukua kwa makandarasi, maana vitu hivi huhitajika mwanzoni tu mwa kazi, pale anapokuwa anahitaji kushikilia mtaji utakaomsaidia kufanya kazi na kumaliza kwa muda. Kazi ya bima ni ku hedge risk - na hata mabenki hukata bima kwa ajili ya kazi zao.

Tunapendekeza:

- Sheria isitoe option kwa PE kuchagua kati ya dhamana ya benki au bima. Bima kwa sasa inasimamiwa vizuri na TIRA - hakuna hofu kama zamani
- Kiwango cha Performance Securing Declaration kiongezwe toka shilingi Billioni 1 hadi angalau Billioni 5 ili kusaidia makandarasi wa ndani na iwe inawekwa kwenye tenda za miradi iliyo ndani ya thamani iliyowekwa na PPRA.

MITAJI NA DHAMANA KWA MAKANDARASI

Tunashauri yafuatayo kwenye eneo la mitaji na dhamana

- Kuanzishwe mifuko ya dhamana na mitaji kwa wazawa ili kuwawezesha kwa makusudi kukua na kushindana vizuri na wageni. Baadhi ya nchi - Ethiopia, kwa mfano, wanafanya hivyo, na Asian Tigers walifanya hivyo
- Taasisi za fedha zielekezwe kutoa usaidizi kwa wazawa na kutengeneza masharti wezeshi - siyo haya ya kula mitaji. Faida katika kazi za ukandarasi ni takribani 10% lakini riba katika mikopo ya benki ni 20%. Hali hii haiwezi kukuza mkandarasi yeyote
- Elimu na unasih (mentorship) vigharimiwe na Serikali

KUHUSU SERA NA SHERIA

- Pawepo na sheria inayolazimisha makandarasi kujiunga na vyama ili wasaidiwe kwa pamoja na dhamana zidhibitiwe na vyama. Taasisi kama AQRB (Bylaw 14.2(b)) inalazimisha wataalam inaowasajili kujiunga na vyama vyao ili kujenga uwezo.
- Usimamizi madhubuti juu ya sheria zinazotungwa, mfano kuhusu Margin of preference, Exclusive preference na local content requirement uwekwe kwa uwazi katika kanuni

HITIMISHO

Tunaishukuru Serikali kwa nia madhubuti ya kuendeleza makandarasi wa ndani. Tunaahidi kutoa ushirikiano kwa wahusika wote ili kufanikisha nia hiyo.

MAAZIMIO YA MKUTANO

SN	CHANGAMOTO	AZIMIO PENDEKEZO	WAHUSIKA	UTEKELEZAJI
1.	Makandarasi kushindwa kukidhi vigezo vya Usalama (Safety) katika miradi kutokana na gharma kuwa kubwa.	Sheria ya manunuzi imtake Mshitiri kugharamia gharama za usalama (Safety) katika miradi ya Ujenzi	PPRA/OSHA	
2.	Makandarasi kushindwa kukidhi vigezo vya Usalama (Safety) katika miradi kutokana na gharma kuwa kubwa	Mabenki yaweke masharti nafuu ya mikopo kwa Makandarasi.	Benki Kuu (BoT)	
3.	Baadhi ya Mabenki kuweka masharti magumu ya dhamana kwa mikopo kwa Makandarasi	Makandarasi wa Kazi maalum (<i>Subcontractors</i>) waruhusiwe kupewa kazi mpja kwa moja na Mshititi badala ya kupitia kwa Makandarasi mkuu (<i>Main Contractor</i>) Makandarasi wawezeshwe Kiutaalam na mitaji kutumia fursa iliyopo kwenye kazi zilizopo kwenye sekta zenye wataalam wachache kama Mitambo na Nishati (<i>Mechanical & Energy</i>)	PPRA/CRB	
4.	Uhaba wa kazi kwa Makandarasi wa Kazi Maalum (<i>Subcontractors</i>) katika miradi ya Ujenzi	Makandarasi waruhusiwe kutumia Bid Security na Performance Security Declaration badala ya Dhamana za Mali na Fedha ambazo ni gharama Taasisi za Kifedha zisaidie kutoa mikopo nafuu kwa miradi ambayo malipo ya awali (Advance 30%) hayatoshi kutokana na uhitaji mkubwa wa manunuzi ya vifaa. (Mfano Mechanical & Energy) Makandarasi waungane kukuza uwezo (JV) Kuwepo na mipango mkakati ya kukuza Makandarasi wa ndani yenye uvumilivu wa kakosa madogomadogo Makandarasi wapate mafunzo mahususi kukuza vipaji vya wataalam katika kazi Mfuko wa kusaidia Makandarasi (CAF) uongezwe ili kusaidia wanufaika wengi Zaidi Kuchochea Transfer of Technology pamoja na Vyuo vyetu kuendana na Teknolojia ya Kisasa Kuimarisha vyuo vyetu vya ufundi ili kupata wataalam wa kutosha Kuanzisha Benku ya mambo ya Ujenzi Makandarasi kuwa na Chama Kimoja badala ya vyama vingi CRB itunge Sheria inayolazimisha Makandarasi kujiunga na Uanachama wa Chama cha makandarasi	PPRA/CRB/Mabenki/MoE	
5.	Uwezo mdogo kwa Makandarasi wa ndani kutokana na ukosefu wa Mtaji na Utaalamu Ucheleweshwaji wa malipo kwa Makandarasi	Pawepo na Sheria ya Malipo Security of Payment Act (SOPA) Uanzishwe utaratibu wa Uhakika wa Malipo (Payment Guarantee) toka kwa Washitiri kwenda kwa Makandarasi.	TRA/Wizara ya Fedha	