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1ST INTERIM REPORT

**CONSULTANCY TO ASSIST IN THE DESIGN OF MANAGEMENT
SYSTEMS FOR THE GOVERNMENT OF KENYA PUBLIC
PROCUREMENT OVERSIGHT AUTHORITY (PPOA)**

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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SECTION I – INTRODUCTION

BACKGROUND

The United States Agency for International Development (USAID), USAID/Kenya, Program Development and Analysis requires support to assist in the design of management systems for the Government of Kenya Public Procurement Oversight Authority as detailed in this Inception Report and the Scope of Works.

Chemonics International consultancy team was fully mobilized in Nairobi on 16 April 2007 and started initial work under this assignment. The team members are listed below:

- Lead Consultant: Manmohan Ruprai
- Organizational Development Specialist: Michael Wanyoike, and
- ICT Specialist: Regina Mutoko

An Inception report with the work plan was prepared, completed and submitted on 23 April 2007. The work plan was updated on 2 May 2007.

This is the first Interim Progress Report with the agreed benchmarks listed below:

1. First interim report, summarizing tasks completed and other findings, with the following annexes:
 - Draft financial rules and regulations, including internal procurement rules;
 - Draft staff rules and regulations, including refinement to employee handbook and HR manual;
 - Draft terms of reference for PPOA management committees and Advisory Board committees;
2. Draft Report on ICT specifications, based on further refinement of needs assessment, including:
 - Software, hardware, and connectivity requirements;
 - Network capacity requirements;
 - ICT procurement plan and implementation strategy, based on careful review of locally available products to ensure rapid deployment and local technical support;
 - Staff training plan and plan to keep technologies up-to-date and ensure sustainability
3. Full team meets with reference committee to present progress and seek feedback.

Purposes and Activities

The Government of Kenya (GOK), with the support of Cooperating Partners, embarked on a Public Procurement Reform program as early as 1997. As part of the reforms, new Public Procurement Regulations were issued that came into effect on 1st March 2001 after which the Government of Kenya embarked on drafting a procurement law.

The goal of having in place a proper legal and regulatory framework has been achieved as the Public Procurement and Disposal Act, 2005 has been enacted into law by Parliament. One of the provisions of this Act is the establishment of the Public Procurement Oversight Authority (PPOA).

The establishment of PPOA is significant in that a good procurement system requires a good policy oversight institution to set the Government's overall procurement strategy and also to monitor ongoing performance and compliance with the law. It is the intention to set up the PPOA as a premier, first class public institution in the way it is managed, its focus on results, and the use of modern information and communications technology (ICT) for communication and other operations.

The process of establishing the PPOA is already well underway. A significant amount of preparatory work has been carried out. The Public Procurement Directorate (PPD) in the Ministry of Finance and the Directorate of Personnel Management (DPM) in the Office of the President have prepared interim and transitory drafts of the relevant constituent documents for the Authority which will be used as reference material for this assignment. PPOA also intends to put in place a modern ICT management system. PPOA structure and organization will also be compared with comparable international institutions.

The Primary Objectives

The primary objectives of this consultancy are to:

1. Obtain support in developing the draft constituent documents in order to build an optimum organizational/management structure and other necessary institutional documents that are commensurate with modern management practices and that are in line with internationally accepted standards.
2. Obtain advice in establishing a comprehensive ICT management system for; (i) efficient internal management (e-management of Human Resources and accounting functions, etc.), (ii) effective internal and external communications, (iii) handling large volumes of information flows between PPOA, procuring entities, development partners, other stakeholders and the public in general.

The Client

The Client is USAID/Kenya represented by Program Economist as the principal contact for the consultancy and the USAID/Washington Cognizant Technical Officer (as appropriate), from whom all necessary approvals will be obtained.

The Primary Beneficiaries

The GOK Director General of Public Procurement Oversight Authority (PPOA) will be the principal point of contact for the Consultant with the Government of Kenya and the primary beneficiary of the technical assistance. A Reference Committee comprising of representatives from GOK Treasury and the Directorate of Personnel Management (DPM) has been

constituted for consultation purposes, to which the Consultant will be required to make presentations. Any other stakeholders may be invited to the Committee as and when the need arises.

The consultants will work closely with the Reference Committee to ensure that there is a common understanding of deliverables at each key stage of the project. This will be done through consultations and presentations of draft reports and documents to incorporate the feedback of PPOA.

STRATEGIC DIRECTION

The establishment of the Public Procurement Oversight Authority will enhance the capacity for transparent and competitive procurement practices so that that public may be able to realize value for money. The role of the Authority to build an optimum organizational, management structure and other necessary institutional documents that are commensurate with modern management practices and that are in line with internationally accepted standards is crucial to the realization of the national ideal of an efficient, fair and transparent procurement system in the country. The vision and mission of Authority provides the direction and motivation for enhanced performance and continuous self-improvement and operations.

VISION

“To be a world class Public Procurement Oversight Authority”.

MISSION

“To innovatively design and facilitate an effective supply chain system that provides value for money, by ensuring competition, fairness, transparency and accountability while contributing to national socio-economic development”.

MOTTO

“Spearheading best procurement practices for a better nation”.

THE AUTHORITY’S CORE VALUES

The Authority’s operations and service delivery to the public are based on a value system whose core elements will be:

- Integrity
- Ethics & Professionalism
- Impartiality

These key elements are further underpinned by the following attributes:

- Promptness, Efficiency & Effectiveness
- Creativity & Innovativeness
- Discipline
- Commitment & Team Work
- Customer Focus
- Social Responsibility
- Transparency and Accountability

WORK COMPLETED

Week 1

- Inception report detailing weekly work plan for remainder of consultancy, as well as summary of research results during week one completed 23 April 2007;
- Initial meetings held with USAID, PPOA, & Reference Committee (Working Group) held.
- Meetings arranged with comparable institutions in Kenya with the assistance of PPOA.
- Draft documents developed by DPM/PPD Team collected on 19 April 2007 from PPOA
- Initial review of available documents commenced.

Week 2, 3 & 4

- ICT needs assessment and business process diagrams complete
- Proposed organization chart complete, including description of management structure and draft job profiles.
- Detailed analysis and comprehensive review of available management documents commenced.
- First interim report, summarizing tasks completed and other findings, with the following annexes:
 - Draft financial rules and regulations, including internal procurement rules;
 - Draft staff rules and regulations, including refinement to employee handbook and HR manual;
 - Draft terms of reference for PPOA management committees and Advisory Board committees;
- Draft Report on ICT specifications, based on further refinement of needs assessment, including:
 - Software, hardware, and connectivity requirements;
 - Network capacity requirements;
 - ICT procurement plan and implementation strategy, based on careful review of locally available products to ensure rapid deployment and local technical support;
 - Staff training plan and plan to keep technologies up-to-date and ensure sustainability
- Full team meets with reference committee to present progress and seek feedback.

WORK IN PROGRESS

Week 5 & 6

- Second interim report with refinements to all annexes and incorporate components received from USAID and PPOA
- Human resources development plan complete
- Draft final report including all final documentation for organizational structure and ICT framework.
- Final report including all final documentation for organizational structure and ICT framework.

Existing Legal and Regulatory Framework

Up to March 2001, the procurement system consisted of the Central Government system, the Local Authorities system, the State Corporations system, and the Procurement of Consultants Services for Civil Works. The systems were contained in the Supplies Manual of 1978, and supplemented by circulars from the treasury. The Director of Government Supplies was responsible for ensuring the proper observance of the provisions of the Manual. The Manual created various tender boards including the Central Tender Board, Ministerial Tender Board, and District tender Board.

A review of the country's public procurement system undertaken in 1999 revealed many shortcomings of the system including non-uniformity of the system, absence of sanctions or penalties against violators (apart from internal disciplinary action), non-inclusion of directives on the procurement of works, and inadequate provision for the settlement of disputes. In addition, there were institutional weaknesses leading to poor coordination, and teamwork among ministries. Another review of the country's procurement system under donor-funded projects pointed to other weaknesses such as lack of project procurement plans, poor capacity, and insufficient transparency in bid opening.

In view of the weaknesses, the government has instituted important reforms. One of such reforms was the Public Procurement Regulations (Legal Notice No. 51) which came into force in March, 2001. That regulation created the Public Procurement Directorate (PPD) and the Public Procurement Appeals Board (PPAB). It also unified all circulars that had previously governed procurement. This was Kenya's first attempt to create a uniform, clear and consistent procurement system for the entire public sector.

In the year 2005, further procurement reforms were undertaken when the law came into effect in October the same year. The Act has established the Public Procurement Oversight Authority (PPOA) with two bodies, namely, the Advisory Board and the Review Board. PPOA was established as a body corporate to guarantee its autonomy as it is not directly under the Ministry of Finance. Despite the legal, administrative reforms in procurement, the PPOA will not be effective without appropriate support, management structures and facilities.

The Minister of Finance as mandated by the Public Procurement and Disposal Act, 2005 passed the supplement legislation by passing the Public Procurement and Disposal Regulations 2006 which came into effect on 1 January 2007.

Institutional Framework

The Public Procurement and Disposal Act, 2005 establishes the Public Procurement Oversight Authority as a body corporate and provides that the Authority shall have all the powers necessary or expedient for the performance of its functions. The Authority shall have perpetual succession and a common seal and shall be capable of suing and being sued in its corporate name; and holding and alienating movable and immovable property.

The PPOA is a permanent institution of the Government, funded under the revenue budget. The PPOA will have no procurement or contracting functions at any level except for its own needs. The unit may provide technical or professional advice on generic procurement issues referred to it, but shall not get involved or provide opinion in any specific procurement

evaluation or contract award, thus preserving its pristine role as a policy, technical assistance, training and oversight unit.

The Authority shall have the following functions:

- To ensure that the procurement procedures established under the Act are complied with
- Monitor the public procurement system and report on the overall functioning of it and present to the Minister for Finance such other reports and recommendations for improvements as the Director-General considers advisable
- To initiate public procurement policy and propose amendments to the Act or to the regulations
- Assist in the implementation and operation of the public procurement system and in doing so:
 - To prepare and distribute manuals and standard documents to be used in connection with procurement by public entities;
 - To provide advice and assistance to procuring entities on procurement matters;
 - To develop, promote and support the training and professional development of persons involved in procurement;
 - To issue written directions to public entities with respect to procurement including the conduct of procurement proceedings and the dissemination of information on procurements; and
 - To ensure that procuring entities engage procurement professionals in their procurement units.
- To perform such other functions and duties as are provided for under the Act

SECTION 2 - MANAGEMENT STRUCTURES DEFINED IN THE PUBLIC PROCUREMENT ACT

This section provides a basic structure of the main procurement functions identified in the Act including a classification of these functions in organizational terms. The classification of central functions, as provided below, are similar to the models for organizing public procurement structures in the region and the uniformity of functions performed across public procurement structures is striking. See Annex 2 for comparison of organizing public procurement structures in Uganda, Tanzania and Malawi.

The main functions to be performed by central public procurement institutions can be generally categorized as follows:

- Primary policy and legislative functions
- Secondary policy and regulatory functions
- Monitoring and control functions
- Advisory and operations. support functions
- Publication and information functions
- Professionalization and capacity-strengthening functions
- Development and procurement co-ordination functions
- Enforcement and remedies functions

	OFFICE / BODY	ESTABLISHMENT AND FUNCTIONS UNDER THE PUBLIC PROCUREMENT AND DISPOSAL ACT, 2005
1	Public Procurement Oversight Authority	<p>The Public Procurement Oversight Authority is established as a body corporate. The Authority shall have all the powers necessary or expedient for the performance of its functions. The Authority shall have perpetual succession and a common seal and shall be capable of: Suing and being sued in its corporate name; and Holding and alienating moveable and immovable property.</p> <p>The Authority shall have the following functions:</p> <p>To ensure that the procurement procedures established under this Act are complied with; To monitor the public procurement system and report on the overall functioning and present to The Minister reports and recommendations for improvements as the Director-General considers advisable; To assist in the implementation and operation of the public procurement system and to: To prepare and distribute manuals and standard documents to be used in connection with procurement by public entities; To provide advice and assistance to procuring entities;</p> <p>To develop, promote and support the training and professional development of persons involved in procurement; and To issue written directions to public entities with respect to procurement including the conduct of procurement proceedings and the dissemination of information on procurements; and To ensure that procuring entities engage procurement professionals in their procurement units. To initiate public procurement policy and where appropriate, propose</p>

	OFFICE / BODY	ESTABLISHMENT AND FUNCTIONS UNDER THE PUBLIC PROCUREMENT AND DISPOSAL ACT, 2005
		<p>amendments to the Act or to the regulations; and To perform such other functions and duties as are provided for under this Act.</p>
2	Director-General of the Authority	<p>The Authority shall have a Director-General who shall be the chief executive officer of the Authority and who shall be responsible for its direction and management. The Director-General shall be appointed by the Advisory Board with the approval of Parliament. To be appointed as the Director-General, a person must: have a university degree in commerce business administration, economics, engineering or a related field of study from a recognized university; (b) have a professional qualification in supply management from a reputable organization; (c) have experience in management; and (d) be of outstanding honesty and integrity.</p> <p>Term of office of Director-General.</p> <p>The term of office of the Director-General shall be five years, and A person who has held office as Director-General may be reappointed for one further term of five years.</p> <p>Restrictions on activities of Director-General. During the period of his or her appointment, the Director-General shall not: Be employed in any other work or business; or Hold any other public office.</p> <p>The terms and conditions of service of the Director-General shall be determined by the Advisory Board in accordance with the State Corporations Act. Resignation of Director-General. The Director-General may resign by a written resignation addressed to the Advisory Board. A resignation is effective upon being received by the Advisory Board.</p> <p>Removal of Director-General. 15. The appointment of the Director-General may be terminated only in accordance with this section. The Advisory Board may terminate a person's appointment as the Director-General if the person: is incompetent; is unable to perform the functions of his office by reason of a mental or physical infirmity; is convicted of an offence under the Penal Code or this Act or an offence involving dishonesty; was involved in a corrupt transaction; contravenes section 12 of the Act; or () Is adjudged bankrupt.</p>
3	Staff of The Authority	<p>The Authority may, upon such terms and conditions of service as the Authority may determine, employ such staff or hire the services of such consultants, experts or independent investigators as may be necessary for the proper performance of its functions.</p> <p>Acting Director- The Advisory Board may designate a member of the staff of the Authority to act as the Director-General during the illness or absence of the Director-General or during a vacancy in the office.</p> <p>Financial arrangements. The financial year of the Authority shall be the period of twelve months ending on 30th June in each year. At least three months before the commencement of each financial year, the</p>

	OFFICE / BODY	ESTABLISHMENT AND FUNCTIONS UNDER THE PUBLIC PROCUREMENT AND DISPOSAL ACT, 2005
		<p>Director-General shall cause estimates of the revenue and expenditures of the Authority for that year to be prepared and submitted to the Advisory Board for approval.</p> <p>The estimates shall make provision for all the estimated expenditures of the Authority for the financial year and, in particular, shall provide for expenditures for:</p> <ul style="list-style-type: none"> the payment of salaries, allowances and other charges in respect of the staff of the Authority; the payment of pensions, gratuities and other charges in respect of former staff of the Authority; the proper maintenance of buildings and grounds of the Authority; the maintenance, repair and replacement of the equipment and other property of the Authority; and the payment of allowances and expenses of the Advisory Board. <p>The Authority shall make provision for the renewal of depreciating assets and the payment of pensions and other retirement benefits by the establishment of sinking funds and for contributions to such reserve and stabilization funds as may be required.</p> <p>The funds of the Authority shall consist of : (a) money appropriated by Parliament for the purpose of running the Authority; (b) loans or grants received by the Authority for its activities; (c) revenue or fees collected for services rendered by the Authority; and (d) capacity building levy of such amount of the contract price as may be prescribed.</p> <p>Audit.</p> <p>The Authority shall be audited in accordance with the Public Audit Act, 2003.</p> <p>Quarterly and annual reports.</p> <p>For each financial year, the Director-General shall cause four quarterly reports and one annual report to be prepared.</p> <p>The Director-General shall submit each report to the Advisory Board and to the Minister:</p> <ul style="list-style-type: none"> (a) in the case of a quarterly report, within one month after the end of the quarter to which the report relates; or (b) in the case of an annual report, within four months after the end of the year to which the report relates. <p>Each report shall contain, in respect of the period to which it relates:</p> <ul style="list-style-type: none"> a description of the activities of the Authority; a report on the overall functioning of the public procurement system; a list of each procurement for which a procurement procedure was specially permitted under section 92 of the Act; a report on the extent of preferential bias to local participation pursuant to section 39. <p>In addition to what is required under subsection (3), each annual report shall include the financial Statements of the Authority for the year to which the report relates.</p> <p>The Minister shall, within thirty days after receiving a report, transmit it to the National Assembly.</p>
4	Public Procurement Oversight Advisory Board	<p>The Public Procurement Oversight Advisory Board is established as an unincorporated body.</p> <p>The Public Procurement Oversight Advisory Board shall consist of:</p> <ul style="list-style-type: none"> nine members appointed by the Minister and approved by Parliament from persons nominated by the prescribed organizations; and The Director-General. <p>The First Schedule of the Act shall apply in respect of the members of the</p>

	OFFICE / BODY	ESTABLISHMENT AND FUNCTIONS UNDER THE PUBLIC PROCUREMENT AND DISPOSAL ACT, 2005
		<p>Advisory Board.</p> <p>The functions of the Advisory Board are: to advise the Authority generally on the exercise of its powers and the performance of its functions; to approve the estimates of the revenue and expenditures of the Authority; to recommend the appointment or termination of the Director-General in accordance with the Act; to perform such other functions and duties as are provided for under the Act.</p> <p>Procedures of Advisory Board. The business and affairs of the Advisory Board shall be conducted in accordance with the Second Schedule of the Act. Except as provided in the Second Schedule, the Advisory Board may regulate its own procedure. Five nominated members of the Advisory Board shall constitute a quorum for the transaction of any business of the Board. The Advisory Board may invite any person to attend any of its meetings and to participate in its deliberations, but such an invitee shall not have a vote in any decision of the Board.</p>
5	Public Procurement Administrative Review Board	<p>The Public Procurement Complaints, Review and Appeal Board established under the Exchequer and Audit (Public Procurement) Regulations, 2001 is continued under this Act as the Public Procurement Administrative Review Board. The composition and membership of the Review Board shall be in accordance with the regulations. The Authority shall provide administrative services to the Review Board.</p>
6	Internal Organization of Public Entities relating to Procurement	<p>For the purpose of ensuring that its decisions are made in a systematic and structured way, a public entity shall establish procedures to provide for the making of decisions, on behalf of the public entity, relating to procurement. The procedures required under subsection (1) shall be consistent with this Act and the regulations.</p> <p>All procurement shall be: (a) within the approved budget of the procuring entity and shall be planned by the procuring entity concerned through an annual procurement plan; (b) undertaken by a procuring entity as per the threshold matrix as set out in the regulations; (c) handled by different officers in respect of procurement initiation, processing and receipt of goods, works and services.</p> <p>A public entity shall establish a tender committee, procurement unit and such other bodies as Are required under the regulations for the purpose of making such decisions on behalf of the public entity as are specified in this Act and the regulations.</p> <p>A committee or body established under subsection (4) shall be established in accordance with The regulations and shall: (a) consist of not less than five members; (b) have as its secretary, the procurement professional in charge of the procurement unit.</p> <p>A procuring entity shall not commence any procurement procedure until it is satisfied that sufficient funds have been set aside in its budget to meet the obligations of the resulting contract.</p> <p>A procurement unit established under subsection (4) shall be staffed with procurement Professionals whose qualifications have been recognized by the Authority. For the purpose of this section, a "procurement professional" means a person who: (a) has professional qualifications in procurement and supply management from a recognized institution; (b) is engaged in a calling or occupation in which recourse to procurement is directly or indirectly involved and has experience in the practice of procurement; and (c) is a</p>

	OFFICE / BODY	ESTABLISHMENT AND FUNCTIONS UNDER THE PUBLIC PROCUREMENT AND DISPOSAL ACT, 2005
		<p>member of a recognized institute of purchasing and supply. The level of qualification and experience required of procurement professionals under subsection (8) shall be as prescribed. The Authority shall facilitate the establishment of an examination body for procurement professionals and shall ensure support for their professional association.</p> <p>Responsibility for complying with Act</p> <p>A public entity shall ensure that the Act, the regulations and any directions of the Authority are Complied with respect to each of its procurements. The accounting officer of a public entity shall be primarily responsible for ensuring that the public entity fulfils its obligations under subsection (1). Each employee of a public entity and each member of a board or committee of the public entity Shall ensure, within the areas of responsibility of the employee or member, that this Act, the regulations and any directions of the Authority are complied with. Contractors, suppliers and consultants shall comply with all the provisions of this Act and the regulations. The accounting officer may use the procurement unit and tender committee of another procuring entity which shall carry out the procurement in accordance with this Act and the regulations. The Authority shall have power to transfer the procuring responsibility of a procuring entity to another procuring entity or procuring agent in the event of delay or in such other instances as may be prescribed.</p> <p>Procuring agents</p> <p>Subject to subsection (2), a procuring entity may appoint a procurement agent, on competitive basis, to carry out such procurement proceedings on its behalf as may be prescribed. The Authority shall pre-qualify procuring agents to be engaged by a procuring entity pursuant to subsection (1). A procuring agent shall be registered with the Authority and where the procuring agent is undertaking procurement on behalf of a procurement entity, the procuring agent shall comply with the provisions of this Act and the regulations.</p>

SECTION 3 - PROPOSED ORGANIZATION STRUCTURE AND STAFFING FOR PPOA

INTRODUCTION

The Public Procurement and Disposal Act, 2005 establishes the Public Procurement Oversight Authority as a body corporate and provides that the Authority shall have all the powers necessary or expedient for the performance of its functions. The Authority shall have perpetual succession and a common seal and shall be capable of suing and being sued in its corporate name; and holding and alienating movable and immovable property.

1. The Authority shall have the following functions:
2. To ensure that the procurement procedures established under the Act are complied with
3. Monitor the public procurement system and report on the overall functioning of it and present to the Minister for Finance such other reports and recommendations for improvements as the Director-General considers advisable
4. Assist in the implementation and operation of the public procurement system and in doing so:
 - To prepare and distribute manuals and standard documents to be used in connection with procurement by public entities;
 - To provide advice and assistance to procuring entities on procurement matters;
 - To develop, promote and support the training and professional development of persons involved in procurement;
 - To issue written directions to public entities with respect to procurement including the conduct of procurement proceedings and the dissemination of information on procurements; and
 - To ensure that procuring entities engage procurement professionals in their procurement units.
5. To initiate public procurement policy and propose amendments to the Act or to the regulations
6. To perform such other functions and duties as are provided for under the Act

It is proposed that on the basis of the above statutory functions the Public Procurement Oversight Authority be divided into four functional divisions.

FUNCTIONAL DIVISIONS

It is proposed that four divisions, each headed by a Director be created below the Director General. The divisions will be responsible for the key functions of the Public Procurement Oversight Authority as indicated below:

Director General

The office of the Director General will be responsible for the overall responsibility of Public Procurement Oversight Authority as per the Act, namely:

1. To ensure that the procurement procedures established under the Act are complied with.
2. Monitor the public procurement system and report on the overall functioning of it and present to the Minister for Finance such other reports and recommendations for improvements as the Director-General considers advisable.
3. To initiate public procurement policy and propose amendments to the Act or to the regulations.
4. To perform such other functions and duties as are provided for under the Act.
5. Assist in the implementation and operation of the public procurement system and in doing so:
 - To prepare and distribute manuals and standard documents to be used in connection with procurement by public entities;
 - To provide advice and assistance to procuring entities on procurement matters;
 - To develop, promote and support the training and professional development of persons involved in procurement;
 - To issue written directions to public entities with respect to procurement including the conduct of procurement proceedings and the dissemination of information on procurements; and
 - To ensure that procuring entities engage procurement professionals in their procurement units.

Compliance, Legal & Policy Division

The Functions of this Division will be:

1. To ensure full and correct application of the Act and its regulations by causing to be carried out periodic inspections of records and proceedings of procuring entities.
2. To monitor the award and implementation of public contracts with a view of ensuring that such contracts are awarded impartially and on merit
3. The circumstance in which each contract is awarded or as the case may be, terminated, do not involve impropriety or irregularity.
4. The implementation of each such contract conforms to the terms thereof.
5. To institute procurement auditing during the tender preparatory process.

6. To institute contract auditing in the course of the execution of an awarded tender and performance audit after the completion of the contract in respect of any procurement as may be required.
7. To administer and enforce compliance with all the provisions of the Act, its regulations and guidelines.
8. Develop and distribute manuals and standard documents
9. Issue written directions to public entities
10. Develop public procurement policy and propose amendments to the Act when necessary
11. Receiving and dealing with complaints on the performance of the public procurement not related to appeals against contract awards or not directed to the Review Board
12. Approving a specifically permitted procurement procedure provided for by Regulations on request by procuring entities
13. Ensuring that the boards of surveys and disposal of stores and equipment are carried out by the procuring entities in accordance with the Act and the Regulations
14. Study, verify and make recommendations on applications from procuring entities on debarment of candidates from participating in public procurement
15. Organizing the public procurement consultative meetings of stakeholders as required by the Act.
16. Support the Monitoring and Compliance Division in reviewing procurement complaints and advising on the appropriate action to be taken
17. Rendering legal advice on procurement related matters and on any matter of the Authority's functions.
18. Acting as a Secretariat to the Advisory Board
19. Liaising with the Parent Ministry and the Attorney General's Chambers on legal matters of the Authority
20. Reviewing authorized standard procurement documents, guidelines procedural forms and any other attendant documents and propose appropriate changes or amendments.
21. Reviewing the Act and its Regulations and propose amendments where possible
22. Keeping a register which shall indicate a number of procurement complaints received by the Authority and procuring entities and decisions made on them

Research, Monitoring & Evaluation Division

1. Establish base line indicators and monitor against compliance and performance indicators.
2. Collection, analysis and review of data from public procurement entities based on set/agreed performance indicators to determine the overall performance.
3. Obtaining and assessing the feedback from stakeholders and the general public on the performance of public procurement
4. Improvement in efficiency , transparency, competition in procurement practice and value for money
5. Benchmarking and comparative analysis of public procurement performance with international standards and best practices and recommending improvements
6. Monitoring the overall function of the public procurement system including accountability and documentation of the procured items
7. Monitoring and evaluation of economic data and indices e.g. price indices, inflation, market trends related to public procurement
8. Analysis of complaints and appeals and recommendations on measures to address emerging trends
9. Carrying out research on the public procurement activities for the purpose of improving the public procurement system.
10. Develop and implement automation of data collection through integrated IT systems for analysis, review and storage
11. To ensure a system of supporting, checking and monitoring procurement activities of procuring entities, is developed and implemented at all levels of procurement in these entities.
12. To advise Central Government, local governments and statutory bodies on matters within its jurisdiction and appropriate actions to be taken by PEs from the outcome of investigation.
13. To Review the performance of public procurement system in the country and advise on the desirable changes.
14. To Issue guidelines in respect of procurement contracts and performance audit.
15. The activities of Research Section shall be to undertake research and surveys nationally and internationally on procurement matters
16. Develop a system and agree on a list, which shall be reviewed annually of works, services and supplies in common use by more than one procuring entity which may be subject to common procurement
17. Advise on institutional set up of procuring entities in the country

18. Review the performance of public procurement system in the country and advice on the desirable changes and manage the documentation centre of the Authority.

Capacity Building and Training Division

The Functions of the Division will be:

1. Set training standards, competence levels, certification requirements and professional development paths for procurement experts in consultation with relevant professional bodies and any other competent authorities.
2. Issue procurement guidelines on capacity building.
3. Develop and maintain policies and operational plan on capacity building, both for institutional and human resources development.
4. Establish and maintain institutional linkages with training institutions, local potential providers of training both locally and internationally.
5. Undertake research and survey nationally and internationally on procurement training activities.
6. Develop a system and agree on a list, which shall be reviewed annually of works, services and supplies in common use by more than one procuring entity which may be subject to common procurement.
7. Give approval for deviation for the use of standardized tender documents and procedures.
8. Advise Central Government, local governments and statutory bodies on all procurement policies, principles and practices.
9. Disseminate and provide advisory services on the use of standard tender documents to all stakeholders.
10. Advise on institutional set up of procuring entities in the country.
11. Coordinate training needs, develop and implement procurement capacity building strategy
12. Maintain a list of approved service providers, suppliers, contractors eligible for preferential treatment for procurement under the Act.
13. Ensuring that the public procurement entities engage professional personnel
14. Develop policy and guidelines for promoting and supporting training and professional self development
15. Undertaking Training Needs Assessment for public procuring entities
16. Maintaining skills inventory for procurement personnel
17. Coordination of training programs in public procurement

18. Providing technical assistance in training and developing training of trainers and training institutions
19. Developing training curricula and training manuals for use by outsourced providers including training institutions.
20. Developing training capacity in public institutions for different level of training in liaison with other key stakeholders.
21. Training in governance and Ethics policy

Finance & Administration Division

The overall functions of the Division will be:

1. Developing appropriate policies and regulations on human resources and administrative systems
2. Maintaining an optimum staff complement by ensuring effective manpower planning, recruitment, training and development
3. Developing and carrying out periodic review of the organization structure job description, compensation structure and scheme of service
4. Ensuring a conducive working environment and maintain oversight of staff competence, motivation, integrity, accountability and productivity
5. Developing and implementing a modern performance management system in line with the strategic objectives
6. Carrying out day to day activities related to the accounts of PPOA
7. Establishing and maintaining internal control systems necessary to secure the assets and liabilities of the and ensure accuracy in recording of income and expenditure thereof
8. Processing accounting information and prepare periodic reports in accordance with the financial regulations

The functions of each unit in the Finance and Administration Division will be:

	UNIT / SECTION	THE FUNCTIONS WILL BE:
1	Internal Audit	Advise the Authority on the Audit Report and Queries Advise the Authority on the Soundness, adequacy and application of accounting and financial regulations Check the effectiveness of the budgetary control system Undertake special audit investigations and make sound suggestions to the PPOA's Director General Examine financial documents of the Authority and report on a quarterly basis to the Director General on the findings Advise the Authority on the measures to reduce expenses and increase income Advise the Authority from time to time on efficient management and control of the Authorities' assets and Review and audit the financial activities of the Authority.

	UNIT / SECTION	THE FUNCTIONS WILL BE:
3	Procurement Management Unit	<p>Manage all procurement activities of the Authority</p> <p>Plan the procurement and disposal by tender activities of the Authority</p> <p>Recommend procurement and disposal by tender procedures</p> <p>Prepare tendering documents and advertisements of tender opportunities</p> <p>Prepare contract documents in collaboration with the Legal Unit</p> <p>Issue approved contract documents</p> <p>Maintain and archive records of the procurement and disposal process of the Authority</p> <p>Maintain a list or register of all contracts awarded</p> <p>Co-ordinate the procurement and disposal activities of all the Divisions and Units of the Authority</p> <p>Ensure proper maintenance of stock control and stock levels</p>
4	Finance and Accounts Section	<p>Carrying out day to day activities related to the accounts of PPOA</p> <p>Ensure safe custody of cash and accounts documents of the Authority.</p> <p>Establishing and maintaining internal control systems necessary to secure the assets and liabilities of the Authority and ensure accuracy in recording of income and expenditure thereof</p> <p>Processing accounting information and prepare periodic reports in accordance with the constitutive documents of the Authority and regulatory requirements</p> <p>Preparing annual financial statements of the Authority in due time and present them for audit</p> <p>Liaising with external auditors to ensure completion of audit on time in order to meet reporting requirements</p> <p>Preparing relevant reports required for submission to the Advisory Board and the Committees of the Advisory Board</p> <p>Ensuring that all revenue of the Authority are accounted for and appropriately recorded</p>
5	Administration and Human Resources Section	<p>Developing appropriate policies and regulations on human resources and administrative systems</p> <p>Maintaining an optimum staff complement by ensuring effective manpower planning, recruitment, training and development</p> <p>Developing and carrying out periodic review of the organization structure job description, compensation structure and scheme of service</p> <p>Ensuring a conducive working environment and maintain oversight of staff competence, motivation, integrity, accountability and productivity</p> <p>Developing and implementing a modern performance management system in line with the strategic objectives</p> <p>Preparing relevant reports required for submission to the Advisory Board and the Committees of the Advisory Board</p>
6	ICT and Data Base Administration Section	<p>Responsible for the planning, maintenance and development of a procurement database. This shall entail that the data remains consistent across the database data is clearly defined users access data concurrently and in a form that suits their needs there is provision for data security and recovery control and that all data is retrievable when required</p> <p>Establishing the needs of users</p> <p>Planning data flows for a new or revised procurement database</p> <p>Writing database documentation, including data standards, procedures and definitions for the data dictionary</p> <p>Controlling access permissions and privileges</p> <p>Training users and meeting their access requirements and resolving their problems</p> <p>Ensuring that storage, archiving, backup and recovery procedures are functioning correctly</p> <p>Communicating regularly with technical, applications, and operational staff, to ensure the database integrity and security</p>
	Systems and Network Administration Section	<p>Perform systems administration functions for the Authority's Servers, including administering system-level security procedures</p> <p>Establish and maintain users accounts which shall include assigning file permissions and establish password and accounts policies</p> <p>Install, upgrade, configure, test, maintain and support operating system software</p> <p>Perform automated and manual backup and restore processes of the system</p> <p>Perform network administration functions for the Authority LAN/WAN, including the</p>

	UNIT / SECTION	THE FUNCTIONS WILL BE:
		<p>maintenance of network functionality and the installation, upgrade, configuration, integration and troubleshooting of network software and network devices</p> <p>Ensure the efficient running of the help desk and that calls are addressed in a timely manner</p> <p>Monitor the network, servers and communications systems and troubleshoot problems in order to maintain the highest level of availability.</p> <p>Fine-tune hardware and software to optimize network performance and function ability</p> <p>Install, configure and test software packages</p> <p>Provide user support, conduct user software and hardware training and works with Authority's staff to formulate technology solutions and ensure the effective safeguarding and sharing of data</p> <p>Evaluate requests for hardware and software and assist in drafting specifications (request for proposals) for hardware or software</p> <p>Research and recommend solutions to technology needs, compatible with the Authority's needs and infrastructure and resource constraints.</p> <p>Any other duties as may be assigned by the Director of Information Technology.</p>

THE GRADING STRUCTURE

It is desirable to have a lean and flat organization structure for cost effectiveness and responsiveness. Such structure will provide more job enrichment and employee involvement that would translate into greater job satisfaction.

It is therefore proposed that the authority should have an organization structure with 5 levels of professional staff (grade 1 to 5) and 2 levels of support staff (graded 6 & 7) as indicated below.

GRADE	JOB TITLE	GENERAL DESCRIPTION
DG	Director General	Wide and deep professional knowledge across the business. Broad vision and extensive experience. The level will determine the direction the organization will take.
2	Director	This level should demonstrate greater mastery of technical scientific/specialized knowledge gained over a longer period of experience (e.g. over 10 years) at senior levels. The jobholder will be involved in developing and implementing policies with greater amount of independence. At this level planning and coordination of sub-units and with procurement entities is significant. Responsible for staff in the division therefore people management is crucial.
3	Manager	Professional level with technical scientific/specialized knowledge to full certification. Deals with theory, concepts and practice in the relevant discipline. Responsible for planning and coordination of work within own section. Influencing skills are crucial in getting results from subordinates. Experience in the relevant field over a period of 5 to 10 years.
4	Officer	Will handle more complex tasks. Greater level of techniques and application of knowledge gained through considerable training and experience (minimum 5yrs).
5	Assistant	The level would deal with routine tasks that require understanding of techniques and procedures. The entry level for young professional with university degree with two years experience and some relevant training.
6	Senior Support Staff	Routine activities. Basic education, some formal training and experience.

GRADE	JOB TITLE	GENERAL DESCRIPTION
7	Support Staff	Routine activities. Basic education, some formal training and experience.

Proposed Staff Positions in Different Divisions

GRADE	POSITIONS			
DG	Director General			
2	Director, Compliance, Policy and Legal	Director, Research, Monitoring and Evaluation	Director, Capacity Building and Training	Director, Finance and Administration
3	Manager, Compliance & Enforcement Manager, Policy & Legal Services	Manager, Research, Monitoring & Evaluation	Manager, Capacity Building Manager, Training	Finance Manager HR & Admin Manager ICT Manager
4	Compliance & Enforcement Officer(s) Policy & Legal Officer(s)	Research Officer(s) Monitoring & Evaluation Officer(s)	Training Officer (s)	Procurement Officer HR & Admin Officer ICT Officer(s)
5	Assistants	Assistants	Assistants	Assistants
6	Senior Support Staff	Senior Support Staff	Senior Support Staff	Senior Support Staff
7	Support Staff	Support Staff	Support Staff	Support Staff

JOB DESCRIPTIONS

The detailed job descriptions for the various positions in the divisions are attached in Annex 1.

PROPOSED STAFF ESTABLISHMENT

OFFICE	JOB TITLE	GRADE	NUMBER IN POSITION	BRIEF JOB DESCRIPTIONS
DIRECTOR GENERAL'S OFFICE	Director General	DG	1	Accounting Officer and overall responsibility for PPOA
	Manager, Legal and Secretarial Services	3	1	Legal advice, Board matters and statutory returns,
	Public Relations Officer	4	1	Media relations, public relations and corporate events,
	Personal Assistant	5	1	DG's meetings, speeches, follow-up on actions and correspondence
	Personal Secretary	5	1	Office management, correspondence, records, diary, appointments
	Driver	6	1	Chauffeur, errands and vehicle maintenance
Sub total			6	
COMPLIANCE AND POLICY				
	Director Compliance and Policy	2	1	Development and dissemination and enforcement of procurement policy.
	Compliance and Enforcement Manager	3	1	Audit on procurement policy and procedures and enforcement.
	Legal and Policy Manager	3	1	Development of policy and procedures and advice to Procurement Entities including in debarment cases.
	Compliance and Enforcement Officers	4	2	Audit and scrutiny of various procurement processes and documentation e.g. tenders, RFQs, pre-qualifications, tender analysis, awards etc to ensure compliance.
	Legal and Policy Officers	4	2	Research on law, policy and best practices and drafting of policy.
	Documentation Assistants	5	2	Document preparation, dissemination and tracking delivery.
Sub total			9	
RESEARCH, MONITORING AND POLICY				
	Director, Research, Monitoring and Evaluation	2	1	Development and dissemination and enforcement of procurement policy.
	Research, Monitoring and Evaluation Manager	3	1	Audit on procurement policy and procedures and enforcement.
	Research, Monitoring and Evaluation Officers	4	2	Development of policy and procedures and advice to Procurement Entities including in debarment cases.
	Data Officers	4	2	Audit and scrutiny of various procurement processes and documentation e.g. tenders, RFQs, pre-qualifications, tender analysis, awards etc to ensure compliance.

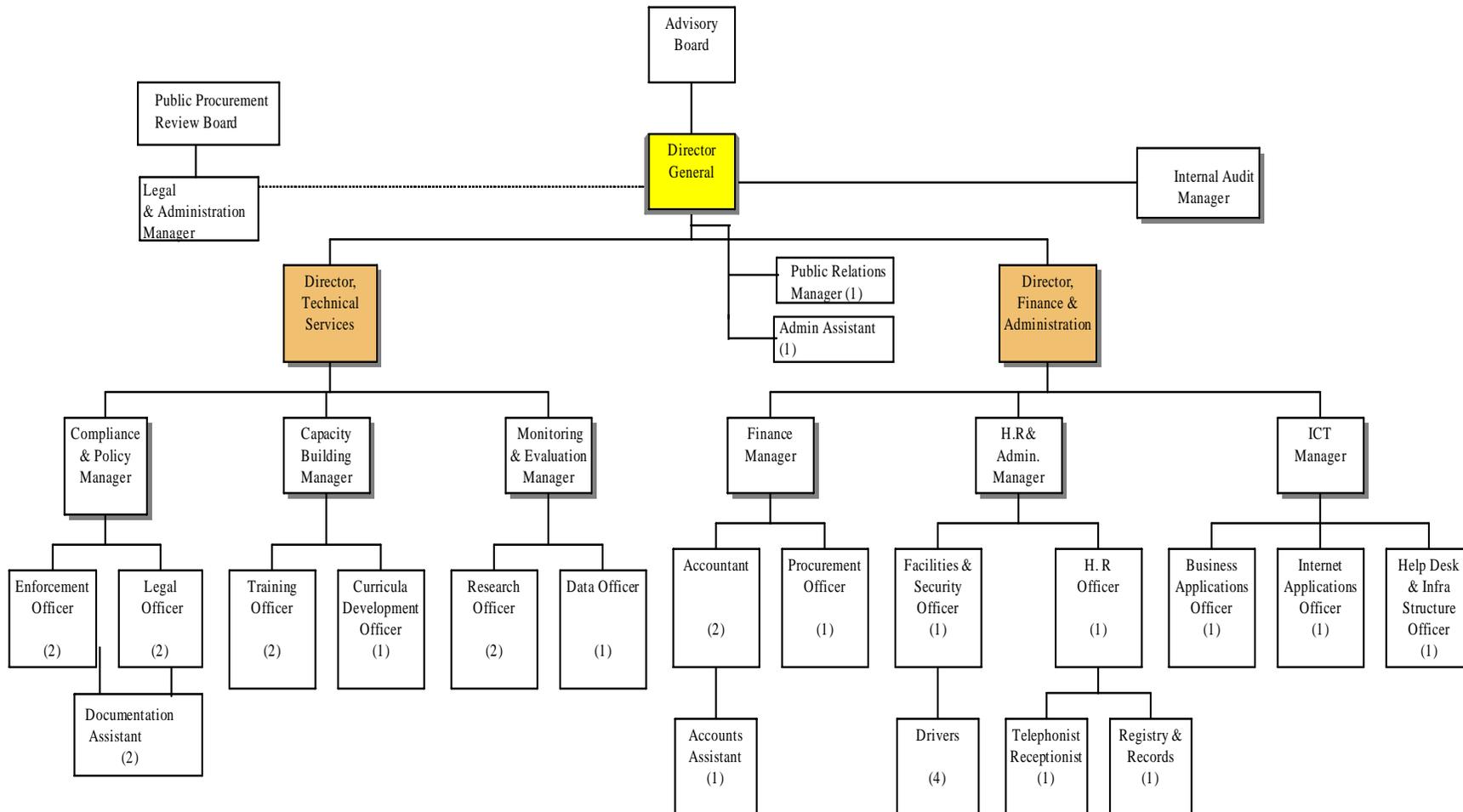
Sub total			6	
CAPACITY BUILDING AND TRAINING				
	Director, Capacity Building and Training	2	1	Building capacity in procurement by ensuring adequate personnel, appropriate training and enhancing capacity of institutions and other providers to train.
	Capacity Building Manager	3	1	Capacity planning, developing and implementing strategies for enhancements.
	Curricula & Training Manager	3	1	Development of curricula, coordination of training, managing collaboration and liaison with training institutions and other training providers.
	Capacity Building Officer	4	2	Building capacity in procurement by ensuring adequate personnel, appropriate training and enhancing capacity of institutions and other providers to train.
	Training Officer	4	2	Capacity planning, developing and implementing strategies for enhancements.
Sub total			7	
FINANCE AND ADMINISTRATION				
	Director, Finance & Administration	2	1	Responsible for the support services including finance, human resources, IT and procurement.
	Finance Manager	3	1	Management of finances i.e. planning, expenditure and accounting.
	Accountants	4	2	Ensuring that accounting procedures and controls are followed.
	Accounts Assistant	5	1	Processing accounting transactions.
	Procurement Officer	4	1	Procurement for PPOA - planning, price surveys, tenders, RFQs etc
Sub total			6	
HUMAN RESOURCES AND ADMINISTRATION				
	Human Resources and Administration Manager	3	1	Responsible human resources capacity building and related services e.g. recruitment, training, welfare, safety etc
	Human Resources and Administration Officer	4	1	Provision of HR services
	Facilities and Security Officer	4	1	Supervision of outsourced security
	Registry & Records Assistant	5	1	Maintenance of records and registry.
	Transport Assistant	5	1	Coordination of transport, care and maintenance of vehicles

	Telephone Operator - receptionist	5	1	
Sub total			6	
ICT				
	ICT Manager	3	1	Responsible for the automation of information, data analysis and storage across the organization.
	Business Applications Officer	4	1	Implementation of process automation and business application
	Internet Applications Officer	4	1	Implementation and automation of e-processes, webmaster
	Help Desk and Infrastructure Officer	4	1	Support for IT users and infrastructure maintenance
Sub total			4	
GENERAL				
	Drivers	7	4	Drive pool vehicles
Sub total			4	
GRAND TOTAL			48	

Notes:

1. Vehicles - the number will determine the number of drivers
2. Secretarial Services - directors, managers and officers to be computer literate. Admin Assistant to be used to coordinate office work
3. Messenger Services -network communication. Mail service to be outsourced
4. Security - hired security to be used
5. Cleaning Services - to be outsourced

PROPOSED ORGANIZATION CHART FOR PPOA



Transitional Provisions

Provisions provided by the 2005 Act which are crucial for PPD transition to PPOA are listed below:

NO.	SUBJECT	PROVISIONS IN THE 2005 ACT
1	Interim Director - General	<p>(1) The person who, immediately before this Act comes into operation, was the Director of the Public Procurement Directorate shall become the interim Director-General of the Authority upon the establishment of the Authority.</p> <p>(2) The interim Director-General shall cease to be the interim Director-General upon the appointment of a Director-General under section 10.</p> <p>(3) For greater certainty, the interim Director-General shall have and may exercise and perform all the powers and functions of the Director-General until the Director-General is appointed, including being a member of the Advisory Board.</p> <p>(4) For greater certainty, service as the interim Director-General shall not constitute service for a term for the purpose of section 11(2).</p>
2	Interim members of Advisory Board	<p>(1) Before members of the Advisory Board are nominated and appointed under section 22(1) (a), the Minister shall appoint nine interim members.</p> <p>(2) The Minister shall designate one of the interim members as the Chairman.</p> <p>(3) The interim members shall cease to hold office upon sufficient members of the Advisory Board being appointed, under section 22(1) (a), to constitute a quorum.</p> <p>(4) While the interim members hold office the Advisory Board shall not recommend the appointment of the Director-General under section 23(c).</p> <p>(5) For greater certainty, service as an interim member shall not constitute service for a term for the purpose of paragraph 2(2) of the First Schedule.</p>
3	Existing procurement Proceedings continued under old law	<p>(1) Procurement proceedings commenced before this Act comes into operation shall be continued in accordance with the law applicable before this Act comes into operation.</p> <p>(2) A procurement proceeding commences for the purpose of subparagraph (1) when the first advertisement relating to the procurement proceeding is published or, if there is no advertisement, when the first documents are given to persons who wish to participate in the procurement proceeding.</p>
4	Existing exemptions continued	If, before this Act comes into operation, the Minister made a decision under Regulation 3(2) of the Exchequer and Audit (Public Procurement) Regulations, 2001 with respect to the use of a different procedure for a procurement, that procurement shall be exempt from this Act.
5	Confidentiality in relation to past proceedings	Section 44 shall apply with respect to procurement proceedings completed before this Act comes into operation.
6	Records of past procurements	<p>(1) Section 45 shall apply with respect to: (a) a procurement that took place before this Act comes into operation; or (b) a procurement, the procurement proceeding for which was terminated before this Act comes into operation.</p> <p>(2) Section 45(2), as it applies under subparagraph (1), does not require the record of a procurement to include anything that was not required before this Act comes into operation.</p>
7	Publication of Existing contracts	Section 46 shall not apply with respect to a contract formed before this Act comes into operation.
8	Amendments to Existing contracts	Section 47 shall apply with respect to a contract formed before this Act comes into operation but not to an amendment to such a contract made before this Act comes into operation.

NO.	SUBJECT	PROVISIONS IN THE 2005 ACT
9	Interest on overdue amounts under existing contracts	Section 48 shall apply to contracts formed before this Act comes into operation and to amounts under such contracts that became overdue before this Act comes into operation
10	Inspections and audits relating to prior contracts	Section 49 shall apply to contracts formed before this Act comes into operation including contracts that are no longer in force when this Act comes into operation.
11	Administrative review, etc. for existing proceedings	Parts VII and VIII apply, with necessary modifications, with respect to procurement proceedings commenced before this Act comes into operation.
12	Continuation of existing administrative Review proceedings	Proceedings before the Public Procurement Review, Complaints and Appeal Board established under the Exchequer and Audit (Public Procurement) Regulations, 2001 shall be continued before the Review Board under Part VII and the provisions of that Part shall apply, with necessary modifications.
13	Continuation of existing investigations	An investigation of procurement proceedings by the Public Procurement Directorate shall be continued under Part VIII and the provisions of that Part shall apply, with necessary modifications.
14	Grounds for debarment include previous actions	The grounds for debarment of a person from participating in procurement proceedings under section 115 extend to anything done before this Act comes into operation that would constitute a ground under that section.
15	Transfer of staff	<p>(1) Upon the establishment of the Authority each member of the staff of the Public Procurement Directorate, including the Director, shall remain a member of the public service but shall be seconded to the Authority for a one year period.</p> <p>(2) If, within the first year after the Authority is established, a person seconded to the Authority under subparagraph (1) enters into a written contract of service with the Authority the person shall cease to be a member of the public service without right to severance pay but without prejudice to any right to other remuneration or benefits payable on termination or in respect of their public service.</p> <p>(3) A person seconded to the Authority under subparagraph (1) shall cease to be so seconded and shall be redeployed as a member of the public service if: (a) the one year period of secondment under subparagraph (1) expires without the person having entered into a written contract under subparagraph (2); or (b) the person opts, within the one year period of secondment under subparagraph (1), to end his secondment.</p> <p>(4) This paragraph does not apply with respect to staff whose duties are, in the opinion of the Director of the Public Procurement Directorate, primarily concerned with procurement operations rather than with the oversight of public procurement.</p>
16	Transfer of authorized expenditures for 2005/2006	Expenditures that were authorized for the 2005/2006 financial year to be used in relation to the Public Procurement Directorate and that, upon the commencement of this Act, have not been expended shall be deemed to be authorized for that financial year to be used in relation to the Authority.
17	Financing of Authority	The Minister shall facilitate an adequate budget for the Authority upon the commencement of this Act
18	Transfer of assets	The assets of the Directorate of Public Procurement existing before the commencement of this Act shall be transferred to the Authority upon commencement of this Act.

ADMINISTRATIVE REVIEW OF PROCUREMENT PROCEEDINGS AND COMPOSITION AND MEMBERSHIP OF THE REVIEW BOARD

A “request for review” means a request for administrative review filed with the Review Board under section 93, 106 or 117 of the Act. The detailed workings of the Review Board are summarized in the Regulations and listed below:

SUBJECT	REGULATIONS
Appointment and tenure of members	<p>The members of the Review Board shall be appointed for a term of three years and shall be eligible for reappointment for one further term of three years</p> <p>Subject to paragraph (1), a member shall hold and vacate office in accordance with the member's terms of appointment.</p> <p>Composition and membership.</p> <p>Pursuant to section 25 of the Act, the Review Board shall comprise of six members appointed by the Minister from among persons nominated by the following organizations;</p> <p>Kenya Association of Manufacturers; Law Society of Kenya; The Architectural Association of Kenya; The Institution of Engineers of Kenya; Institute of Certified Public Accountants of Kenya; Kenya Institute of Supplies Management; Institute of Certified Public Secretaries of Kenya; Chartered Institute of Arbitrators; Kenya National Chamber of Commerce and Industry; Kenya Institute of Management; Computer Society of Kenya; Pharmaceutical Society of Kenya; Federation of Kenya Employers; Central Organization of Trade Unions</p> <p>three other members appointed by the Minister; and a Chairman appointed by the Minister from among the persons appointed under paragraph (a);</p> <p>Each organization referred to in sub regulation (1) (a) shall submit to the Minister the curriculum vitae of two members being nominated of whom one shall be a woman.</p> <p>The Director General shall appoint a Secretary to the Review Board from amongst the staff of the Authority.</p>
Quorum, panels and proceedings	<p>The quorum of the Review Board shall be three members including the Chairman.</p> <p>The Secretary may in consultation with the Chairman and the Review Board constitute a panel of three members to hear and determine a request for review and each panel shall elect its own chairman.</p> <p>In the absence of the Chairman, the Review Board may designate one member to act as Chairman for the purpose of that meeting.</p> <p>Decisions of the Review Board shall be taken by simple majority but in the case of a tie the proposal supported by the Chairman shall prevail.</p>
Resignation from office	<p>The Chairman or any other member of the Review Board may at any time, by notice to the Minister, resign from his office.</p>
Termination of appointment	<p>The Minister may terminate a person's appointment as a member of the Review Board only if the person is unable to perform the functions of his office by reason of mental or physical infirmity; is adjudged bankrupt; is convicted of an offence under the Penal Code, the Anti Corruption and Economic Crimes Act, 2003, or the Act or these Regulations or an offence involving dishonesty; or is absent from three consecutive meetings of the Review Board to which the member has been invited without reasonable excuse.</p>
Allowances	<p>The Authority shall pay the members of the Review Board such allowances as may be determined by the Advisory Board.</p>

PROCEDURES IN REVIEWS

Mode of filing requests	<p>(1) A request for review under the Act shall be made in Form RB 1 set out in the Fourth Schedule to these Regulations.</p> <p>(2) The request referred to in paragraph (1) shall - state the reasons for the complaint, including any alleged breach of the Act or these Regulations; be accompanied by such statements as the applicant considers necessary in support of its request; be made within fourteen days of the occurrence of the breach complained of where the request is made before the making of an award; or (ii) the notification under sections 67 or 83 of Act; (d) be submitted in fifteen bound copies and a soft copy, pages of which shall be consecutively numbered; (e) be accompanied by the fees set out in Part II of the Fourth Schedule which shall not be refundable.</p> <p>(3) Every request for review shall be filed with the Secretary of the Review Board upon payment of the requisite fees.</p> <p>(4) The Secretary shall acknowledge filing of the request for review.</p>
Notification of filing of request	<p>(1) The Secretary shall immediately after the filing of the request under Regulation 73, serve a copy thereof on the procuring entity or Director General as the case may be.</p> <p>(2) The copy to the procuring entity under paragraph (1) shall also contain a notification of the pending review and the suspension of the procurement proceedings of such procuring entity.</p> <p>(3) Upon being served with a notification of a request, the procuring entity or the Director General shall within seven days or such lesser period as may be stated by the Secretary in a particular case, submit to the Secretary a written memorandum of response to the reasons for the request together with such documents as the Secretary may specify.</p> <p>(4) The Secretary shall, within fourteen days of the filing of the request, notify all other parties to the review of the filing and such parties may, at their own expense, obtain copies of the request for review.</p>
Notice of Hearing,	<p>(1) The Secretary shall give reasonable notice of the date fixed for hearing to all parties to the review.</p> <p>(2) The notice referred to in paragraph (1) shall be in the format shown in Form RB 2 set out in the Fourth Schedule of the Regulations.</p>
Representation by person of own choice.	<p>Any party to a request filed under Regulation 73 shall, at the hearing thereof, be entitled to be represented by an advocate or any other person of his own choice.</p>
Preliminary objection	<p>(1) A party notified under Regulation 74 may file a preliminary objection to the hearing of the request for review to the Secretary of the Review Board within five days from the date of notification.</p> <p>(2) The preliminary objection filed under paragraph (1) shall set out the grounds upon which it is based on and shall be served on the applicant at least one day before the hearing.</p> <p>(3) The applicant may file a reply to the preliminary objection before the time of the hearing of the request.</p> <p>(4) The Review Board shall hear the preliminary objection and make a determination whether to uphold or dismiss the same and shall record the reasons for the determination.</p> <p>(5) If the Review Board dismisses the preliminary objection, it shall soon thereafter proceed to hear the request for review as scheduled.</p> <p>(6) The fees chargeable for filing a preliminary objection shall be as set out in the Part II of the Fourth Schedule.</p>
Invitation to the hearing.	<p>(1) The Secretary shall, at least three days before the date set for the hearing, invite the members of the Review Board to attend the hearing.</p> <p>(2) The invitation under paragraph (1) shall set out the time, date, and place where the hearing shall take place.</p> <p>(3) The business of the Review Board shall be transacted between 8.00 a.m. and 5.00 p.m.</p>

	on normal working days unless otherwise agreed to by the Secretary.
Disclosure of interest.	Where any member of the Review Board has a direct or indirect interest in any matter before the Review Board, he or she shall declare his or her interest in the matter and shall not participate in the hearing or decision-making process of the Review Board in relation to that particular matter.
Attendance at the hearing	If on the day set for the hearing of a review for which due notification has been given the applicant appears and the procuring entity fails to appear, the hearing of the request for review shall proceed in the absence of the procuring entity unless the Review Board deems it fit to adjourn the hearing; the procuring entity appears and the applicant does not appear, the request for review shall be dismissed unless the Board deems it fit to adjourn the hearing; if both parties fail to appear, the request for review shall be dismissed unless the Board deems it fit to adjourn the hearing.
Procedure at hearing	At the hearing of the request for review, unless decided otherwise by the Review Board, the applicant shall be given the first opportunity to present the case in support of the request and the procuring entity shall be given an opportunity to reply thereto.
Consolidation of requests	Where two or more requests for review are instituted arising from the same tender or procurement procedure the Review Board may consolidate the requests and hear them as if they were one request for review.
Withdrawal of requests for review	(1) A request for review may be withdrawn at any time before or during the hearing by notice in writing to the Secretary signed by the applicant and upon such notice being received the request for review shall be deemed to have been withdrawn. (2) When a request for review is withdrawn, the Secretary shall forthwith inform the Review Board and all parties to the review of the withdrawal.
Hearing of request.	(1) Hearing of review proceedings shall be open to all parties to the review. (2) The Review Board may, at the hearing of the request exclude any person from the hearing whom it deems is unruly, interruptive or otherwise conducts in an unreasonable manner.
Experts.	The Review Board may engage an expert to assist it in proceedings in which it feels it lacks the necessary expertise but the opinion of the expert shall not be binding on the Review Board.
Rules of evidence.	The Review Board shall not be bound to observe the rules of evidence in the hearing of a request under these Regulations.
Proof of documents	An order of the Review Board certified by both the Chairman and the Secretary to be a true copy thereof shall in any legal proceedings be prima facie evidence of the issuance of that order.
Communication to the Review Board.	All communications to the Review Board relating to matters pending before the Review Board shall be through the Secretary.

SECTION 4 - INSTITUTIONAL LINKAGES AND COMPLIANCE WITH RELEVANT LAWS

The PPOA functions are linked to its parent Ministry and other government institutions. Effective service delivery will depend on working closely with a number of institutions which include:

INSTITUTION	RELATED FUNCTION	NATURE OF LINKAGES	LEVEL OF COOPERATION
Ministry of Finance	Policy guidance on Public Financial Management and funding The Ministry through the Department of Directorate of Supply Chain Management will ensure that procurement policies developed by the Authority are implemented	Parent Ministry	Very high
KACC (Kenya anti Corruption Commission)	Leading Anti –corruption Agency If the Authority is satisfied that there has been a breach of the Act, the Director General will inform KACC to take necessary action.	Partnership	Very high
(DPM) Directorate of Personnel Management	Human Resource Policy Guidance Where the Authority need advice on Human Resource Management, it will call upon DPM for assistance	Advice & Collaboration	Very high
Inspectorate of State Corps State Corporation Advisory Committees State Corporation Appeals Tribunal	Supervision of the Authority Policy guidance o Management and Terms and Condition of service for members of the Authority Provides resolution of disputes emerging from the Authority and any other institution	Overseer & Regulatory	Very high
Review Board	Arbitration of Procurement Disputes	Coordination, Administration & Secretarial	Neutral & Professional
Attorney General	Government Legal Advisor	Collaboration & National Legal Issues	Very high
Kenya Institute of Supplies Management	Professional advice it will help the Authority to resolve professional ethical issues and controlling the professionals	Professional & Partnership	High
Parliament	Approval of appointment of Advisory Board member and the Director General; deliberating on issues touching on procurement raised by Public Accounts Committee and give guidance to the Authority on necessary course of action;	Legislative & Legal	Very high
	Involved in amendment of the Act & Regulations by the Finance Committee of the Parliament		
Other public procurement entities	The Authority has the Oversight function to ensure that procurement is carried out as per the Regulation	Clients & Regulatory	Very high
e-Government	To assist in development of e-Procurement	Information	Very high

INSTITUTION	RELATED FUNCTION	NATURE OF LINKAGES	LEVEL OF COOPERATION
	System	Technology Advise & Partnership	
Kenya National Audit Office	Auditing the Authority and sharing procurement information from their Audit reports.	Partnership	Very high
National Security Entities	To agree with Authority on the category of restricted items to be included in the restricted procurement or disposal method	Partnership	Very high

COMPLIANCE WITH APPLICABLE LAWS

The Authority will adhere strictly to the constitution of Kenya and other applicable laws of Kenya to function smoothly and comply with the relevant Acts which are promulgated from time to time including the following:

- The Public Procurement and Disposal Act 2005
- The State Corporation Act
- The Exchequer and Audit Act
- The Pay Master General Act
- Government Financial Management Act 2004
- Audit Act, and
- Applicable Acts and Regulations.

SECTION 5 - GENERAL FINANCIAL RULES AND FINANCING OF AUTHORITY

Expenditures that were authorized for the 2005/2006 financial year will be used in relation to the Public Procurement Directorate and that upon the commencement of the Act has not been expended, shall be deemed to be authorized for that financial year to be used in relation to the Authority. The Minister shall facilitate an adequate budget for the Authority upon the commencement of the Act. The assets of the Directorate of Public Procurement existing before the commencement of this Act shall be transferred to the Authority upon commencement of this Act.

RESOURCE MOBILIZATION

The Authority will require adequate funding for all its activities and should prepare budgets accordingly. The Authority's activities are grouped into recurrent and development.

The PPOA's Recurrent Expenditure will mainly include the following:

- Personal Emoluments; and
- Operations & Maintenance.
- Development Expenditure Estimates

The PPOA's Development Expenditure will include the following:-

- Acquisition of office facilities: and
- Acquisition of Equipment, Plant and Machinery

HUMAN RESOURCES

The Authority will seek to create a working environment that will attract and retain professionally qualified and experienced staff. Such staff should have the necessary capabilities that will enable the Authority to achieve its objectives. In this regard, the PPOA will need multidisciplinary and appropriately qualified staff. The process entails continually:

- Identifying the optimum staffing needs
- Identifying skills development needs, and
- Recruitment of staff for the recommended structures

The financing of the Authority's activities will be from the Government/Exchequer. For this purpose it will prepare and submit to the Parent Ministry, Ministry of Finance - Treasury detailed estimates of expenditure for which Government financing will be expected. However, in the long term the Authority will reduce the proportion of its financing from the Exchequer source as it develops its own source of funds. In addition the funds of the Authority shall consist of budgetary allocation, loans, grants fees and levies.

Sources of funds to the Authority apart from budgetary allocation mentioned above will be as explained below:

- Loans and grants: The growth of Government revenues has been lower than the demand for the same and consequently government departments and parastatals that depend on the government for direct funding have not been receiving the amounts they require. In

view of this, the Authority will seek grants, and when necessary, apply for loans to finance some of its development activities.

- Revenue or fees from services rendered: The Authority will raise funds through charging fees for some of the services that it may provide to entities and individuals in both the public and private sectors, including non-state entities.
- Procurement Capacity Building Levy: The Authority is expected to collect service levy as the principal source of funding for its activities. Percentage (%) levy charges on contract price to the Authority proposed is as follows:

CONTRACT PRICE	% LEVY
Below 2 million	0%
Between 2 – 10 million	0.5%
Between 10 – 50 million	0.25 %
Above 50 million	0.05%

1. Financial Accountability - Exchequer and Cash Management

(a) The Consolidated Fund (CF)

The CF is established under Section 99 of the Constitution of Kenya and as explained in the Exchequer and Audit Act is comprised of the Exchequer accounts into which all revenues and proceeds of all loans raised are paid and credited to form the CF and from which issues for the Public Services are made. The fund is represented by one Bank Account known as the Exchequer Account, which is maintained with Central Bank of Kenya. No funds can be withdrawn from the Exchequer Accounts (CF) except as authorized by the Constitution of Kenya, An Act of Parliament, The Appropriations Act or Vote on Account. Consolidated Fund Services form a permanent charge against the Consolidated Fund, estimates in respect of which are not debated by Parliament but may be reviewed from time to time when the need arises.

(b) Authority and Control

The authority for raising revenue or other funds and their appropriation for the purpose of the Government of Kenya is vested with the Parliament. The Treasury is responsible for the control and management of those finances and their appropriation by Parliament. Withdrawal of funds from the consolidated fund must be approved by the Controller and Auditor General.

(c) Government Financial Management and Control

The Central Bank of Kenya (Amendment) Act of 1996 placed a statutory limit on Government borrowing from the bank. Therefore, cash available to the Authority to disburse at any time will be limited to the approved budget. The Government has strict regulations in

order to ensure that the level of total expenditure is within the levels of revenues and sustainable borrowing. The Treasury monitors the flow of revenues and other receipts into the Exchequer as well as expenditure on budget supply service, Consolidated Fund Services and other finances. Where necessary the Treasury will arrange to borrow funds through various Government debt instruments and bank overdraft facilities within the set limits. It is therefore necessary for Treasury to obtain certain information from Accounting Officers, Receivers of Revenue and the banking system to effectively monitor the Government Financial Operations and ensure effective financial management.

2. As part of the Government Financial Management plan, the Authority is expected to submit to the Treasury reports and provisions on:

(i) Establishment of Bank Accounts

Treasury Circular No.3 of 2003 provides guidelines on opening and operation of Bank Accounts by a public entity. This circular requires that the Accountant General on behalf of the Permanent Secretary to the Treasury gives a written authority thereto for the Authority to open commercial bank account. The Authority will operate a small accounts unit to be headed by a qualified accountant for the proper bookkeeping and co-ordination of accounting operations including reporting. At the start, the accounting system can be set by assistance of the Principal Accounts Controller and or any competent Accountant of the Ministry of Finance. The Authority will from time to time review the actual optimal staff levels in the Accounts Unit.

(ii) Cash Requirement Projections

The Authority will be required to prepare and submit a cash requirement forecast for the ensuing financial year on how it intends to spend its allocation within the printed estimates. Treasury will make an initial cash advance to Authority based on their net provision for the new financial year to enable them start operations on the new bank accounts. Exchequer releases will be based on the Authority's cash requirement projections.

(iii) Pending Bills

Monthly Expenditure Returns which must be timely, accurate and comprehensive to ensure that all expenditure and Appropriation in Aid for the Authority are fully accounted.

(iv) Bank Reconciliation statements, Monthly statements of Revenues, Quarterly Imprest Returns and including information from Standard Expenditure item code up to Controller and Auditor General are also standard requirements.

(v) Audit

The Audit of the financial operations and management of the Authority during every financial year shall be guided by the Exchequer and Audit Act. Every year the Authority's Accounts shall be prepared and audited by the Controller and Auditor General not later than 31st October of every year including cases where the Controller and Auditor General allows the Authority to appoint an independent firm of professional auditors to carry out the annual audit. The audited accounts of the Authority shall be presented before Parliament each financial year.

(vi) Establishment of Audit Committee

Treasury Circular No. AG/3/080/6(61) of 2005 provides for the establishment of Audit Committee. The purpose of the committee is to enhance oversight Government accountability and transparency. The membership mandate, duties and responsibilities, meetings, access, reporting and information are well articulated in Treasury Circular No.16/2005 of 4th October, 2005. The PPOA will establish such a committee and ensure it is fully functional.

(vii) Finance Committee

The Finance Committee of the Authority shall comprise: Chairman, Four (4) members of the Authority appointed in writing by the Director-General, Director General and the Permanent Secretary to the Treasury. Except for the Permanent Secretary to the Treasury and the Director General, the membership may not be delegated.

(viii) Financial Mechanisms

Finances for the Authority will be managed as guided by financial statutes, which include the Exchequer and Audit Act- Cap 413 and the Constitution of Kenya (Sections 48, 99 to 105).

(ix) Budget

The Authority shall be de-linked from the Ministry of Finance in terms of budgeting and expenditure. Consequently, the Director General of the Authority will apply to the Treasury for a separate Vote-Head for the Authority. The annual estimates shall be approved by the Board, before being submitted to the Treasury for inclusion to the budget. The Board shall not alter the annual estimates without the consent of the Treasury. The Financial Year of the Authority shall be the period of twelve months ending on the thirtieth (30th) of June in each year. At least three months before the commencement of each Financial Year, the Authority shall prepare estimates of revenue and expenditure for that year. The annual estimates shall make provision for all the estimated expenditure of the Authority and in particular shall provide for:

- (a) The payment of salaries, allowances and other charges in respect of Board Members and Secretariat staff
- (b) The payment of pensions, gratuities and other charges in respect of the staff of the Authority
- (c) The proper maintenance of the buildings and grounds of the Authority
- (d) Maintenance, repair and replacement of the equipment and other properties of the Authority
- (e) Operation Expenses of the Authority.

The total financial requirements for the period 2005 to 2010 are as follows: in (million Kshs.)

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PLANNED PERIOD
Recurrent Estimates						
Development Estimates						
TOTAL						

(x) Investment of funds

The Authority may invest any of its surplus funds in Government Securities as provided in the Exchequer and Audit Act (Cap 412). If the Authority wishes to undertake any investments of any other form, it will require the authority of the Investment Secretary at the Treasury.

(xi) Physical Facilities

The PPOA will require adequate office space and equipment. The bulk of financial resources will subsequently be required for capacity building in a number of areas and consultative meetings locally and abroad.

(xii) Financial and Procurement Manuals

The Authority shall develop appropriate financial manuals and procurement manuals to guide in the management of the Authority funds.

(xiii) Annual Procurement Plan

The Authority's annual procurement plan should have the following details (where applicable):

- (a) Contract package
- (b) Procurement method
- (c) Dates for completion of key procurement activities including:-
 - Preparation of tender documents
 - Opening of tenders
 - Selection of consultants
 - Working drawings
 - Receiving proposals/tenders
 - Tender evaluation

- Tender committee adjudication and contract award
- Signing of contract agreements
- Implementation process to completion
- Payment to supplier/contractor

These are activities that take place up to the award of contracts but before issuing of an order and depending upon the procurement, including:

- (a) Receiving by the procurement department, the requisition or procurement request describing the goods/works and services needed and citing the funds to be obligated in placing the order.
- (b) Identifying potential sources and making a preliminary evaluation of the capability of the potential sources.
- (c) Issuing invitations to tender or soliciting for expressions of interest in doing business.
- (d) Communicating with potential candidates, clarifying terms, establishing working relationships.
- (e) Evaluating the tenders or proposals, analyzing price and cost.
- (f) Conducting negotiations as appropriate (where allowed)
- (g) Awarding the contracts to the candidates found most responsive and capable.
- (h) Post-award contract administration functions are activities that may take place after the award of the contract, depending on the complexity of the procurement. They include:
 - Order preparation and placement
 - Modifying the order/contract to correct errors or accommodate unforeseen developments;
 - Adjusting prices
 - Conducting inspections and assuring quality of contractors performance
 - Following up and expediting
 - Handling discrepancies or deficiencies in the goods, works and services provided
 - Dealing with default, termination of the contract for default
 - Handling claims, disputes and appeals
- Administering payment provisions
- Auditing the procurement process

Development of PPOA Management Documents

The general scope of works for this assignment is:

- Design an institutional structure and an ICT framework for the PPOA that will enable it to efficiently perform its core functions. Carry out, the tasks described below in order to achieve the objectives of the assignment:
- Considering the duties and responsibilities of the PPOA, prepare the final draft of an organizational structure (organogram) recommending; (i) a management structure commensurate with modern management techniques, (ii) job profiles and descriptions and any human resource competencies required based on experience with similar oversight institutions in the region and elsewhere and in accordance with provisions of the Public Procurement and Disposal Act, 2005.

Further develop the final drafts of the internal documentation that the PPOA will need in order to be a well managed organization. These will include:

- (i) Financial Rules and Regulations
- (ii) Human Resources Policy
- (iii) Staff Rules and Regulations (including code of conduct and ethics)
- (iv) Procurement Rules and Regulations (e.g. internal procurement responsibilities of the PPOA itself)
- (v) Terms of reference for three committees (audit, finance and human resources) of the PPOA Advisory Board
- (vi) Terms of reference of the PPOA management committees
- (vii) Employee Handbook
- (viii) Any other documents that may be agreed to with the PPD

Develop appropriate draft Terms and Conditions of Service for the staff of PPOA

Provide appropriate technical advice on the ICT requirements of PPOA based on the following key areas:

- (i) Software requirements necessary to achieve all management and communication objectives
- (ii) Hardware requirements that can support the recommended system and workload
- (iii) Level of connectivity necessary to facilitate the work of the Authority
- (iv) Network capacities (bandwidth requirement, optimum serve capacity, etc.), both intranet and internet requirements that can support the system
- (v) A procurement and implementation strategy to ensure installation of the proposed system

A thorough investigation is being made to complete the required documents needed for the PPOA management. The relevant annexes are being prepared and will be included in the progress reports for comments and discussions as working documents and finalized for inclusion in the final reports.

PPOA Management Documents under Preparation

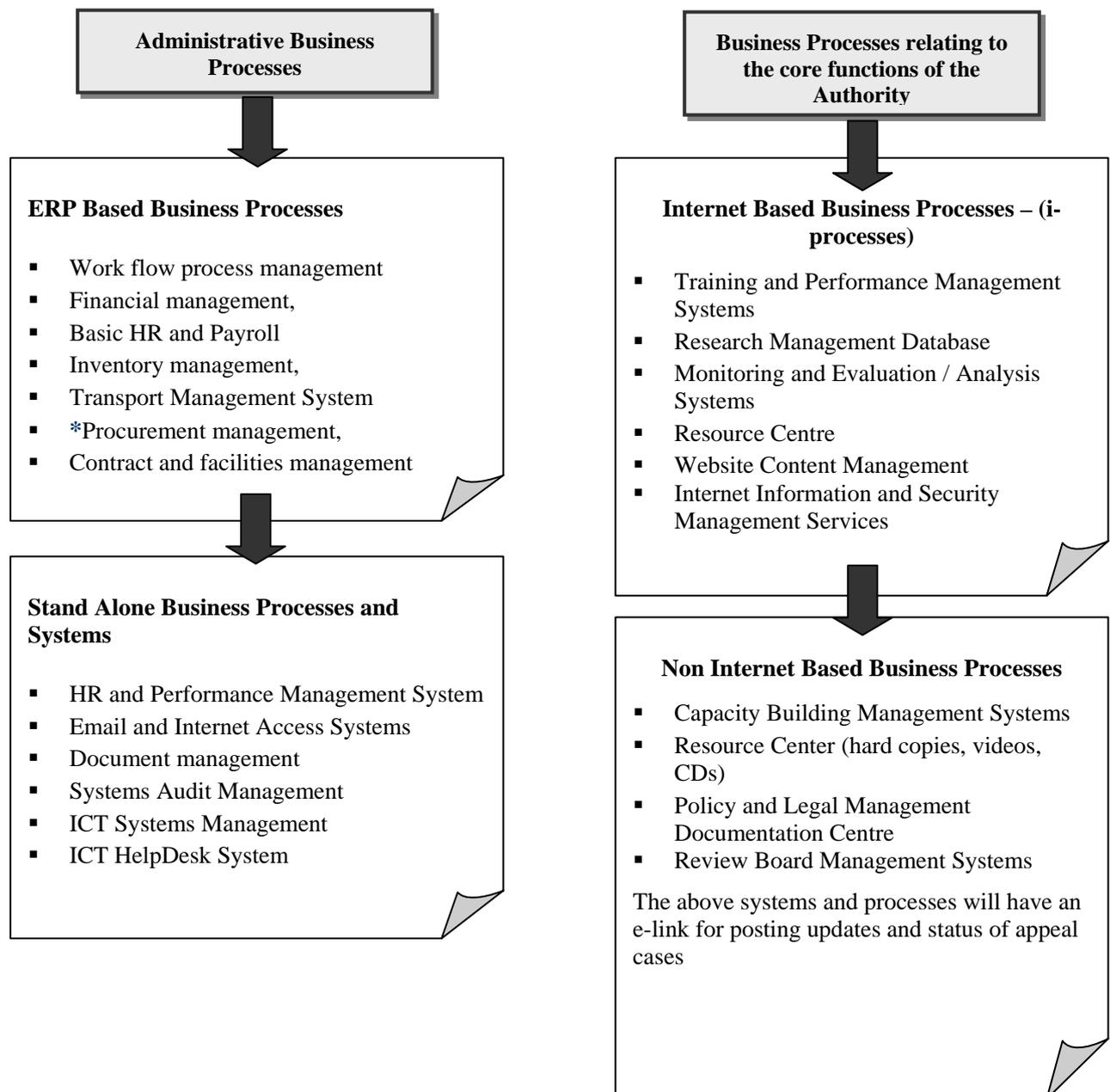
	DOCUMENT	REMARKS / COMMENTS
1	Financial Rules and Regulations	
2	Staff Rules and HR Policy	
3	Advisory Board Charter	
4	Terms and Conditions of Service	
5	Composition And Terms Of Reference For Management Committees In The PPOA	
6	Code of Ethics	

SECTION 6 - DEVELOPMENT OF BUSINESS PROCESS DIAGRAMS

INTRODUCTION TO BUSINESS PROCESSES

The business processes within PPOA can be broadly categorized into two areas. Those processes that relate to the administrative side of the business and those that relate to the mandated functions of the Authority.

The diagram below summarizes the business processes and systems that have currently been identified in these two areas. The diagram also includes the sub divisions of these processes from an ICT implementation view point



ADMINISTRATIVE BUSINESS PROCESSES

The first area is the one that deals with the administrative business processes. This area will be responsible for:

- Work flow process management
- Financial management
- Basic HR and Payroll
- Inventory management
- Transport Management System
- *Procurement management
- Contract and facilities management
- HR and Performance Management System
- Email and Internet Access Systems
- Document management
- Systems Audit Management
- ICT Systems Management
- ICT HelpDesk System

*The procurement management system will allow for the e-procurement – advertising, specifications, notifications, status management of various tenders, etc.

The e-procurement system will also manage e-recruitment – advertising, forms for filling in details and submitting scanned certificates and letters of application, as well as undertake the preliminary analysis of submitted applications and short listing.

The above business process will be governed by an integrated business application system also known as an Enterprise Resource Planning (ERP) System. The rationale for having an ERP to manage most of the administrative business processes is to ensure there is no duplication of activities; this in turn will reduce the incidences of errors and inaccuracies in transactions.

An ERP will also provide for online work flow processes that will ensure effective utilization of staff resources by automating and tracking all transactions including authorizations. The system documents will be customized to allow for printing of manual documents where manual signatures are required for audit purposes.

Some business processes do not require integration into the ERP. These will include processes like:

- The HR Performance Management System
- The Automated Audit Tools for Internal Audit
- The ICT Systems to manage the infrastructure, etc.

However, the non-integrated systems may require access to information from the ERP once in a while. This can be facilitated through various interfaces.

CORE MANDATE BUSINESS PROCESSES

The second area is responsible for the core functions of the PPOA and will have business processes that include:-

- Training and Performance Management Systems
- Research Management Database
- Monitoring and Evaluation / Analysis Systems
- Resource Centre
- Website Content Management
- Internet Information and Security Management Services
- Capacity Building Management Systems
- Resource Center (hard copies, videos, CDs)
- Policy and Legal Management Documentation Centre
- Review Board Management Systems

Business processes in the second area will mostly be managed through internet – applications (i-applications) but even those processes that are primarily PPOA bound will have internet links for purposes of posting:-

- Updates in registered training institutions for PPOA approved courses
- Training calendar updates
- Reports and results of relevant research
- Update on the status of Review Board Cases – logged, coming hearing session, ruling given, link to summarized ruling, etc
- Policy Documents and their updates, etc

ICT DEPARTMENTAL STRUCTURE – SUPPORTING BUSINESS PROCESSES

In view of the identified business processes, it is important that the structure of the ICT Department reflects the information requirements and addresses their concerns in an effective manner.

The recommended ICT Structure is reflected in the diagram below and divides the department into three sections:

- Business Applications Office
- Internet Applications Office
- Infrastructure and Help Desk Officer

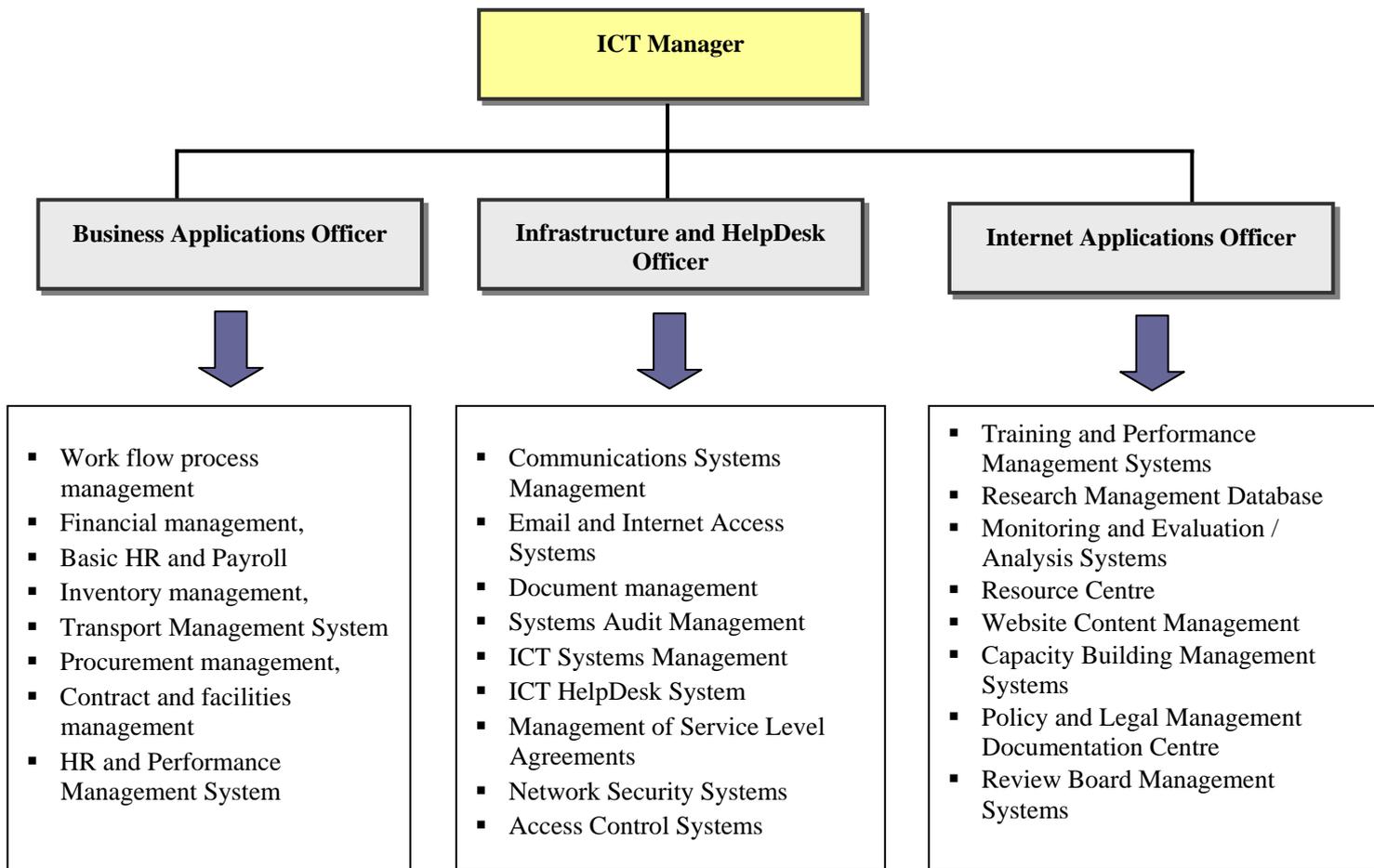
The Business Applications Office will handle all the applications that are under the office of the Director Finance and Administration. These will be the applications running under the ERP as well as providing support to other non-ERP systems e.g. HR and Performance Management System, Documentation Management System etc.

The Internet Applications Office will handle all the applications under the offices of the Director Compliance and Policy, Director Research M&E and Director Capacity Building and Training.

Most of the systems in this area will be internet based applications to allow for cost effective management of data retrieval and information presentation to PPOA’s constituent entities. The Internet Applications Officer will also be responsible for the non-i-based systems that run in these sections.

Finally, the Infrastructure and Help Desk Office will be responsible for managing ICT equipment (printers, fax machines, photocopiers, servers, computers etc), communication infrastructure (PABX, telephone equipment, LAN systems, Internet Access and Security). This office will also be responsible for handling and resolving using issues relating to e-mail, internet access, use of personal productivity tools like spreadsheets etc.

The diagram below summarizes the structure of the ICT Department, recommended with a view of supporting the broad business processes requirements of PPOA, namely administrative business processes and core mandate business processes.



SECTION 7 - ADMINISTRATIVE BUSINESS PROCESSES

The discussion on business processes within the administrative section of the Authority has been divided into sections that reflect the recommended functional areas. The table below summarizes the functional areas under each director and hence the processes to be mapped out in each area.

BUSINESS PROCESSES IN THE OFFICE OF THE DIRECTOR GENERAL

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
Corporate Affairs and PR Department	
1.	Update website content
2.	Maintain database of current and approved pictures
3.	Maintain library of videos
4.	Maintain library of speeches and other documents
5.	Maintain correspondence library and other documentation
Internal Audit Department	
1.	Develop audit program
2.	Conduct audit in line with program
3.	Save data collected and analysis results
4.	Maintain database of audit assignments and documentation

DIRECTOR, FINANCE AND ADMINISTRATION

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
Finance Department	
Finance and Accounting Processes	
1.	Budgeting process
2.	Managing the budget (commitment accounting)
3.	Revenue Management
4.	Payables Management
5.	Cash Management
6.	Recovering advances
7.	Reporting to stakeholders
8.	Asset Register Management
Procurement Processes	
1.	Procurement Planning Process
2.	Requisitioning Process
3.	Procurement Process
4.	Updating procurement status
5.	Maintain Supplier Database
6.	Supplier performance management
7.	Receipt of goods
8.	Storage of goods / Inventory Management
HR and Administration Department	

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
HR Processes	
1.	Recruitment Process
2.	Evaluation of applications
3.	Interview process
4.	Updating status of recruitment process
5.	Notification and acceptance of job offer
6.	Registration of employee into database
7.	Payroll process
8.	Leave and absence management
9.	Training management
10.	Performance appraisal process
11.	Managing Advances
Documentation Processes	
1.	Receipt of mail
2.	Opening new files
3.	Updating files
4.	Requisitioning of files
5.	Return of files
6.	Backup of files
7.	Digitization of files
8.	Archiving of files
Facilities Management Processes	
1.	Maintain database of suppliers
2.	Updating contract terms / SLA parameters
3.	Managing service against contract terms
4.	Managing communication with contractors
5.	Transport Processes
6.	Maintain vehicle database
7.	Maintain driver database
8.	Manage transport schedule
9.	Manage vehicle expenses
10.	Manage vehicle licenses, insurance etc
11.	Manage vehicle servicing
ICT Department	
Business Administration ICT Support Processes	
1.	Manage the helpdesk system for the ERP
2.	Manage user permissions
3.	Manage change requests
4.	Manage backup processes
5.	Manage software and other resource library
6.	Manage contract with ERP and other Software Vendors
HelpDesk and Infrastructure Management Processes	
1.	Manage the helpdesk system for general user software

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
2.	Manage antivirus updates
3.	Manage backup of user data from desktops
4.	Creation of user on the network
5.	Management of user permissions and passwords
6.	Manage software updates
7.	Manage network infrastructure
8.	Maintain database of ICT suppliers
9.	Updating contract terms / SLA parameters
10.	Managing service against contract terms
11.	Managing communication with contractors
12.	Managing periodic activities on the LAN
13.	Manage ICT resources like LCD projectors etc
14.	Manage security of infrastructure
Internet Applications ICT Support Processes	
1.	Maintain and update website architecture
2.	Maintain and update user permissions on i-applications
3.	Maintain and update web forms
4.	Maintain and update Relational Database Connected to i-content
5.	Backup i-applications - content and database

SECTION 8 - CORE MANDATE BUSINESS PROCESSES

DIRECTOR COMPLIANCE AND POLICY

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
Compliance and Enforcement Department	
1.	Maintain database of compliance parameters
2.	Maintain database of procurement entities
3.	Maintain database of status of entities against compliance parameters
4.	Design of compliance survey tools
5.	Analysis of compliance data observed
6.	Management of documentation generated
7.	Updating entity profiles with enforcement action and information
8.	Update information onto the PPOA website in the appropriate pages
9.	Register queries and respond to the same
Legal and Policy Processes	
1.	To be filled subsequent to interviews with relevant officers
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	

DIRECTOR RESEARCH MONITORING AND EVALUATION DEPT

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
Research, M&E Department	
1.	Receipt and registration of research requests
2.	Design of research assignments
3.	Design of research forms
4.	Testing of research forms
5.	Maintain database of research consultants
6.	Maintain database of field work casuals
7.	Maintain research assignment - team members, expenses, documents, minutes, etc
8.	Authorize payment vouchers for field work casuals
9.	Maintain calendar for research assignments
10.	Analysis of data
11.	Document management of research assignments
12.	Update information onto the PPOA website in the appropriate pages
13.	Register queries and respond to the same

DIRECTOR CAPACITY BUILDING AND TRAINING

NO.	PROCESSES IDENTIFIED IN EACH FUNCTION
Capacity Building Department	
1.	Receipt and registration of materials into the resource centre
2.	Storage of materials
3.	Manage the issuing and return of materials
4.	Maintain the e-resource centre - update, archive
5.	Update information onto the PPOA website in the appropriate pages
6.	Register queries and respond to the same
7.	Produce periodical newsletter in hard copy and e-copy
Curriculum Development and Training Office	
1.	Carry out Training Needs Analysis
2.	Update status of TNA including documentation
3.	Develop training program in line with the TNA
4.	Contract consultants to develop training curriculum and content
5.	Register and accredit institutions who will provide PPOA approved courses
6.	Assess the performance of accredited training institutions
7.	Publicize training sessions that are coming up
8.	Maintain database of officers in the various procurement entities and their training status
9.	Conduct course evaluation among participants

SECTION 9 - PROCUREMENT AND IMPLEMENTATION (P&I) STRATEGY

1.1 OFFICE HARDWARE

1.2 METHODOLOGY FOR DEVELOPING THE P&I STRATEGY

The P&I Strategy for the hardware required by PPOA has been developed as a result of interviewing employees in the various departments of the Authority. The list and technical criteria for the equipment will be updated in the weeks to come as a result of information that may become available from the benchmarking visits to other parastatals and regulatory bodies.

This document will seek to provide information to the Authority to ensure that they can effectively procure and maintain the ICT assets they require to operationalize their business processes. This information will include:

- Technical specifications for the procurement of the ICT equipment
- Technical evaluation score sheets for each equipment identified
- Evaluation methodology to be employed – proposals, demonstrations and / or site visits
- Configuration parameters for the equipment
- Commissioning criteria for the equipment
- Issues to be considered when developing service level agreements with the suppliers

For some of the equipment, the specifications have been provided in two versions. The standard version will cater for most user departments and the second version will address the requirements of a particular department.

An example is the photocopier, which has two sets of specifications. The standard set of specifications are meant to address departmental requirements where as the second set of specifications are particular to the requirements of the Review Board, which handles a lot of photocopying and the need for sorting and stapling is high.

The equipment has been divided into three categories for easy organization as indicated in the table below.

CLIENT BASED EQUIPMENT	SERVER BASED EQUIPMENT	NETWORK BASED EQUIPMENT
Desktop Computers	Servers	Heavy Duty Network Printers
Desktop Smart UPSs	Server UPSs	Network Colour Printer
Laptop Computers	Racks for mounting the Servers	Multifunction Photocopier
Personal Printers	Backup Devices and Media	Fax Machines
	Server Room Air Conditioner	LCD Projectors
		PABX

1.3 SUMMARY OF EQUIPMENT RECOMMENDED AND EVALUATION CRITERIA

The table below presents a summary of the equipment that has been identified for PPOA as well as the various versions that have been recommended. It also provides a snap shot of the evaluation criteria which may include demonstrations and site visits.

Demonstrations are recommended as part of the evaluation process when the equipment is not common in the market and there is need to confirm that the equipment been quoted performs according to the specifications.

Demonstrations can be done at the PPOA premises. This will involve the vendor bringing his equipment over and setting it up so that PPOA Staff can attend the demonstration and ask questions.

The second option is to have PPOA staff go to the vendor's show room and have a session where the functionality of the equipment is demonstrated, feature by feature.

Sometimes, the equipment is not available with the vendor, but a model exists with one of their clients. In this case, the demonstration session can be arranged by the vendor at the client site.

Site visits are recommended where it is necessary to assess the performance of the equipment under normal working conditions similar to those of PPOA. The site visits will also have evaluation criteria that will seek to assess the capacity of the vendor to service and maintain the equipment to the customer's satisfaction. This is usually important for equipment that has only one vendor, and equipment that has a life span of over 5 years.

NO.	EQUIPMENT RECOMMENDED	EQUIPMENT VERSIONS	PRE-BID CONFERENCE SURVEY REQUIRED	EVALUATION METHODOLOGY		
				Proposal	Demo	Site Visit
1	Desktop Computers	Standard Only				
2	Desktop UPS	Standard Only				
3	Laptop Computers	Standard Only				
4	Servers	Standard Only	Pre - Bid			
5	Server UPS	Standard Only	Pre - Bid			
6	Server Racks	Standard Only	Pre - Bid			
7	Backup Drives and Media	Standard Only	Pre - Bid			
8	Air Conditioner for Server Room	Standard Only	Pre - Bid			
9	Heavy Duty Network Printers	Standard Only				
10	Personal Printers	Standard Only				
11	Heavy Duty Colour Printer	Standard Only				
12	Multifunction Photocopiers	Standard Departmental Photocopiers				
		Review Board - greater volume, sorting and stapling capabilities				
13	Scanners	Standard Departmental Scanners				

NO.	EQUIPMENT RECOMMENDED	EQUIPMENT VERSIONS	PRE-BID CONFERENCE SURVEY REQUIRED	EVALUATION METHODOLOGY		
				Proposal	Demo	Site Visit
		Heavy Duty Autoloading Scanner for the Review Board				
14	Fax machines	Standard Fax machine for individual offices like				
		Heavy Duty Fax machine with intelligent document management and network accessibility for the registry and departments				
15	LCD Projectors	Standard LCD Projectors				
		Document Scanner LCD Projector for the Review Board				
16	PABX		Survey			

1.4 ROAD MAP TO THE P&I STRATEGY FOR ICT EQUIPMENT

This document contains several technical specifications for equipment and a road map has been provided to enable the reader to locate information effectively.

For each piece of ICT equipment that has been identified information on the same will be provided in sub headings as follows:

- a. General comments addressing the type of technology recommended
- b. Technical Specifications
- c. Technical Evaluation Score Sheet – Provided in Excel
- d. Other evaluation criteria that may refer to services – setup and maintenance
- e. Parameters necessary for effective service contract

The information has been presented in a way that will make it easier for the final user to simply print out the necessary pages and begin the procurement process.

Annex 3 gives the detailed list of all equipment specifications.

ANNEX 1 - JOB DESCRIPTIONS

The job descriptions for the various positions in the divisions are appended below.

Job Title	Director, Compliance, Policy and Legal
Reporting To	Director General
PURPOSE STATEMENT	
Reporting to the Director General the jobholder will be responsible for compliance, public procurement policy and legal.	
PRINCIPAL ACCOUNTABILITIES	
<ol style="list-style-type: none"> 1. Ensure compliance with procedure established under the Act 2. Develop and distribute manuals and standard documents 3. Provide advice and assistance to procuring entities 4. Issue written directions to public entities 5. Review the operation of the Law and Regulations and propose amendments when necessary. 6. Receiving and dealing with complaints on the performance of the public procurement not related to appeals against contract awards or not directed to the Review Board 7. Approving a specifically permitted procurement procedure provided for by Regulations on request by procuring entities 8. Ensuring that the boards of surveys and disposal of stores and equipment are carried out by the procuring entities in accordance with the Act and the Regulations 9. Study, verify and make recommendations on applications from procuring entities on debarment of candidates from participating in public procurement 10. Organizing the public procurement consultative meetings of stakeholders as required by the Act 	
QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE	
The ideal candidate should have:	
<ol style="list-style-type: none"> 1. A first degree in Law and post graduate degree or qualification in Procurement, Business Administration, Finance, Economics 2. 10 years experience of which 5 should be in a senior policy development and enforcement level in a busy organization 3. Sound knowledge of public procurement Law, Regulations 4. Sound knowledge of procurement best practices and procedures derived under the procurement Law and Regulations. 5. Demonstrable ability in leading a team of multidiscipline team of experts. 6. Sound interpersonal skills such as leadership, communication, decision making etc 7. IT skills in various computer packages. 	

Job Title	Director, Research, Monitoring and Evaluation
Reporting To	Director General
PURPOSE STATEMENT	
Reporting to the Director General the jobholder will be responsible for research, monitoring and evaluation.	
PRINCIPAL ACCOUNTABILITIES	
<ol style="list-style-type: none"> 1. Establish base line indicators and monitor against compliance and performance indicators. 2. Collection, analysis and review of data from public procurement entities based on set/agreed performance indicators to determine the overall performance. 3. Obtaining and assessing the feedback from stakeholders and the general public on the performance of public procurement 4. Benchmarking and comparative analysis of public procurement performance with international standards and best practices and recommending improvements 5. Monitoring the overall function of the public procurement system including accountability and documentation of the procured items; 6. Economic data and indices e.g. Price indices, inflation, market trends related to public procurement 7. Analysis of complaints and appeals and recommendations on measures to address emerging trends 8. Carrying out research on the public procurement activities for the purpose of improving the public procurement system 9. Develop and implement automation of data collection through integrated IT systems for analysis, review and storage. 	
QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE	
The ideal candidate should have:	
<ol style="list-style-type: none"> 1. A first degree with majors in Economics or Statistics and post graduate degree or qualification Procurement, xxxxxxxxx 2. 10 years experience of which 5 should be in a senior monitoring and evaluation at a senior level in a busy governmental organization 3. Sound knowledge of public procurement Law, Regulations 4. Sound knowledge of procurement best practices and procedures derived under the procurement Law and Regulations. 5. Demonstrable ability in leading a team of multidiscipline team of experts. 6. Sound interpersonal skills such as leadership, communication, decision making etc 7. IT skills in various computer packages. 	

Job Title	Director, Capacity Building , Training and Governance
Reporting To	Director General
<p>PURPOSE STATEMENT</p> <p>Reporting to the Director General the jobholder will be responsible for capacity building, training and governance.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Training & capacity building 2. Develop, promote and support the training and professional development 3. Ensure that procuring entities engage procurement professionals 4. Training Needs Assessment for public procuring entities/ procurement staff 5. Maintaining skills inventory for procurement personnel 6. Coordination of training programs in public procurement 7. Providing of technical assistance in training and developing training of trainers and training institutions 8. Developing training curricula and provide support in professionalizing the procurement practice 9. Governance and Ethics policy 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A first degree in Social Sciences or Education plus post graduate degree or qualification in manpower training & development, human resources, xxxxxx 2. 10 years experience of which 5 should be in senior manpower development at a senior level in a busy governmental organization and/or xxxxxxxxx. 3. Demonstrable ability in leading a team of multidiscipline team of experts. 4. Sound interpersonal skills such as leadership, communication, decision making etc 5. IT skills in various computer packages 	

Job Title	Director, Finance and Administration
Reporting To	Director General
<p>PURPOSE STATEMENT</p> <p>Reporting to the Director General the jobholder will be responsible for finance and administration.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <p>Finance</p> <ol style="list-style-type: none"> 1. Develop financial policies, and procedures 2. Preparation of budgets and resourcing strategy 3. Maintenance of books of accounts and preparation accounts and reports 4. Maintaining inventory of all assets <p>ICT</p> <ol style="list-style-type: none"> 1. Develop and implement IT automation strategy <p>Human Resources & Administration</p> <ol style="list-style-type: none"> 1. Manage the organization's human resources; recruitment, training, & development, remuneration & benefits and employee relations 2. Provide human resource support services; payroll, office services, registry & library, transport etc 3. Ensure security and safety <p>Audit (Independent)</p> <ol style="list-style-type: none"> 1. Ensure that audit is conducted as directed by the Board and all queries are appropriately addressed 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A first degree; Bachelor of Commerce or Business Administration with majors in finance or accounting. CPAK qualification or equivalent. Additional training in HR or business management. 2. 10 years experience of which 5 should be in a senior finance level in a busy organization. 3. Demonstrable ability in dealing with human resources management. 4. Sound interpersonal skills such as leadership, communication, decision making etc 5. IT skills in various computer packages 	

Job Title	Manager, Compliance and Enforcement
Reporting To	Director, Compliance, Policy and Legal
<p>PURPOSE STATEMENT</p> <p>Reporting to the Director, Compliance, Policy and Legal the jobholder will be responsible for ensuring compliance with procurement procedures by the procurement entities.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Ensure compliance with procedures established under the Act 2. Provide advice and assistance to procuring entities 3. Receiving and dealing with complaints on the performance of the public procurement not related to appeals against contract awards or not directed to the Review Board 4. Ensuring that the boards of surveys and disposal of stores and equipment are carried out by the procuring entities in accordance with the Act and the Regulations 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A first degree in any field and post graduate degree or qualification in Procurement, Business Administration, Finance, Economics. 	

2. Minimum 7 years experience of which 3 should be in a senior managerial position with responsibility for policy formulation and implementation in a busy organization.
3. Sound knowledge of public procurement Law and Regulations
4. Sound knowledge of procurement best practices and procedures derived under the procurement Law and Regulations.
5. Demonstrable ability in managing and monitoring the performance of a team of personnel.
6. Sound interpersonal skills such as leadership, communication, decision making etc
7. IT skills in various computer packages.

Job Title	Manager, Policy & Legal Services
Reporting To	Director, Compliance, Policy and Legal
PURPOSE STATEMENT Reporting to the Director, Compliance, Policy and Legal the jobholder will be responsible for developing procurement policies and procedures under the Act and regulations for dissemination to the procurement entities.	
PRINCIPAL ACCOUNTABILITIES <ol style="list-style-type: none"> 1. Develop procurement policies and procedures under the Act & Regulations 2. Develop and distribute manuals and standard documents 3. Provide advice and assistance to procuring entities 4. Review the operation of the Law and Regulations and propose amendments when necessary. 5. Reviewing and advising on complaints against contract awards not related to appeals directed to the Review Board 6. Reviewing and advising on applications from procuring entities for debarment from participating in public procurement 7. Organizing the public procurement consultative meetings of stakeholders as required by the Act 	
QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE The ideal candidate should have: <ol style="list-style-type: none"> 1. A Law degree and post graduate qualification in procurement, business administration, arbitration 2. Minimum 7 years experience of which 3 should be in business/commercial environment with responsibility for policy formulation and advising on legal matters. 3. Sound knowledge of public procurement Law and Regulations 4. Sound knowledge of procurement best practices and procedures derived under the procurement Law and Regulations. 5. Sound interpersonal skills such as leadership, communication, decision making etc 6. IT skills in various computer packages. 	

Job Title	Manager, Research & Data Collection
Reporting To	Director, Research, Monitoring and Evaluation
PURPOSE STATEMENT Reporting to the Director, Research, Monitoring and Evaluation the jobholder will be responsible for research, data collection and analysis.	
PRINCIPAL ACCOUNTABILITIES <ol style="list-style-type: none"> 1. Collection, analysis and review of data from public procurement entities based on set/agreed performance indicators to determine the overall performance. 2. Using and or applying economic data and indices e.g. Price indices, inflation, market trends etc in various studies. 3. Carrying out research on the public procurement activities as need arises. 4. Develop and implement automation of data collection through integrated IT systems for analysis, review and storage. 	
QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE The ideal candidate should have: <ol style="list-style-type: none"> 1. A first Degree in Economics and/or Statistics and post graduate degree or qualification in research methodology, 2. Minimum 7 years experience of which 3 should be in a senior positions responsible for research, monitoring and evaluation. 3. Sound knowledge of public procurement Law and Regulations 4. Sound knowledge of procurement best practices and procedures under the public procurement Law and Regulations. 5. Sound interpersonal skills such as leadership, communication, decision making etc 6. IT skills in various computer packages. 	

Job Title	Manager, Monitoring & Evaluation
Reporting To	Director, Research, Monitoring and Evaluation
<p>PURPOSE STATEMENT Reporting to the Director, Research, Monitoring and Evaluation the jobholder will be responsible for monitoring and evaluation of the performance of public procurement.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Establish base line indicators and monitor against compliance and performance indicators. 2. Obtaining and assessing the feedback from stakeholders and the general public on the performance of public procurement. 3. Benchmarking and comparative analysis of public procurement performance with international standards and best practices and recommending improvements. 4. Monitoring the overall function of the public procurement system including accountability and documentation of the procured items. 5. Compiling and publishing statutory reports and any other reports that may be required from time to time. 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A first Degree in Economics and/or Statistics and post graduate degree or qualification in research methodology, 2. Minimum 7 years experience of which 3 should be in a senior positions responsible for research, monitoring and evaluation. 3. Sound knowledge of public procurement Law and Regulations 4. Sound knowledge of procurement best practices and procedures under the public procurement Law and Regulations. 5. Sound interpersonal skills such as leadership, communication, decision making etc 6. IT skills in various computer packages. 	
Job Title	Manager, Information, Communication and Technology (ICT)
Reporting To	Director, Research, Monitoring and Evaluation
<p>PURPOSE STATEMENT Reporting to the Director, Research, Monitoring and Evaluation the jobholder will be responsible for the automation of information, data analysis and storage across the organization.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Develop and implement automation of data collection through integrated IT systems. 2. Develop and implement the ICT policies. 3. Co-ordinate and manage the activities of the ICT across the organization including budgets, equipments, software, licenses etc. 4. Manage service level agreements and other ICT contracts with solution providers and vendors. 5. Plan, co-ordinate and oversee the necessary training for users within the organization. 6. Develop and manage internal management audit techniques and systems for ICT. 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A first degree or a Masters Degree in Information Technology. 	

2. Be a Microsoft Certified Systems Engineer.
3. Minimum 10 years of which 5 should be in a busy ICT environment with different Software and Hardware Platforms.
4. Demonstrable skills in successful project management, at least two years Internal Systems auditing experience and at least 5 years experience dealing with suppliers and solution providers.

Job Title	Manager, Manpower Planning & Policy
Reporting To	Director, Capacity Building , Training and Governance
PURPOSE STATEMENT	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Manpower needs assessment and planning for procurement function across the procurement entity. 2. Recruitment criteria, procedure and policy across the procurement entity. 3. Performance and career oversight for procurement officers. 4. Governance and Ethics policy 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A university degree in social sciences or education and post graduate degree/qualification in human resources. 2. Minimum 10 years experience of which 5 should be in manpower planning, career and performance management in a busy environment. 3. Skills in undertaking manpower need assessment, recruitment, career planning and performance management. 4. Sound knowledge of public procurement Law and Regulations. 5. Sound knowledge of procurement practices and procedures under the public procurement Law and Regulations. 6. IT skills in various computer packages 	

Job Title	Manager, Curricula Development and Training
Reporting To	Director, Capacity Building , Training and Governance
<p>PURPOSE STATEMENT</p> <p>Reporting to Director, Capacity Building, Training and Governance the jobholder is responsible for procurement training across the procurement entities.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Training Needs Assessment for public procuring entities/ procurement staff. 2. Maintaining skills inventory for procurement personnel. 3. Developing training curricula for training to professionalize the procurement practice. 4. Coordination of training programs in public procurement. 5. Develop, promote and support training and professional development in liaison with training and professional institutions. 6. Providing of technical assistance in training and developing training of trainers. 7. Developing training capacity in public training institutions and other training facilities. 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p> <p>The ideal candidate should have:</p> <ol style="list-style-type: none"> 1. A university degree in social sciences or education and post graduate degree/qualification in human resources. 2. Minimum 10 years experience of which 5 should be in developing, carrying out and coordinating training in a busy environment. 3. Skills in undertaking training need assessment, curricula development and training of trainers (ToT). 4. Sound knowledge of public procurement Law and Regulations. 5. Sound knowledge of procurement practices and procedures under the public procurement Law and Regulations. 6. IT skills in various computer packages 	
Job Title	Manager, Finance
Reporting To	Director, Finance and Administration
<p>PURPOSE STATEMENT</p> <p>Reporting to Director, Finance and Administration the jobholder is responsible for managing the finances and accounts of the organization as required by the financial guidelines, instructions and policy.</p>	
<p>PRINCIPAL ACCOUNTABILITIES</p> <ol style="list-style-type: none"> 1. Financial budgets 2. Books of Accounts, Final accounts and Financial Returns. 3. Cash Receipts and Payments 4. Inventory and safety of assets 5. Periodic functional audits 	
<p>QUALIFICATION, KNOWLEDGE, SKILLS AND EXPERIENCE</p>	

ANNEX 2 - COMPARISON WITH SIMILAR OVERSIGHT INSTITUTIONS IN THE REGION (To be summarized in the 2nd Report)

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPP
1	Background & Establishment	<p>The government of Uganda initiated reforms in the public procurement and disposal sector in 1997, following the enactment of the 1995 constitution and the introduction of several reforms and structural adjustment programs. Prior to this, public procurement was governed by the 1977 Public Finance (Tender Board) Regulations under the Public Finance Act of 1964. The system was centralized and had been in operation for over thirty years. The size of government had grown considerably and the centralized procurement system was characterized by several shortcomings, which included: Heavy clogging of tender requests and attendant bureaucratic delays; Inefficiency; Corruption; and Lack of accountability and transparency. The reforms were initiated against the backdrop of lack of accountability and transparency and absence of a culture of value for money procurements and disposals. The development partners also recommended to Government to put in place appropriate public procurement practices based on international standards which are fair, transparent, competitive and non-discriminatory to all potential providers of goods, services and works. In light of the above, in 1998, Government set up a task force comprising the Central Government Ministries, the private sector and the donor community led by the World Bank. The task force carried out several consultations and submitted its report in March 1999. The task force identified widespread</p>	<p>The Public Procurement Regulatory Authority (PPRA) has been established in accordance with Section 5 of Public Procurement Act 2004. The Authority is required to report to the Minister responsible for Finance.</p> <p>The Millennium Challenge Corporation (MCC) shall provide the Government of Tanzania with US\$11.15 million in assistance to initiate a “multi-sectoral attack” on corruption in Tanzania. The Threshold Program is expected to span a two-year period and will enable Tanzania to enhance local capacity to fight corruption, strengthen the rule of law for good governance and increase oversight of public procurement.</p> <p>Strengthen the Public Procurement Regulatory Authority (PPRA) to do its job. This will be done by training its staff to oversee all public procurement, and providing them with appropriate equipment. Partner the private sector with the Public Procurement Regulatory Authority. Transparency and accountability will be enhanced by allowing the private sector to oversee, monitor and report on public procurement. Developing and publishing a clear set of procurement ethics and standards for bidders that can be monitored by the PPRA and independent observers. Developing and piloting a series of procurements that involves a multi-stakeholder process that involves civil society as a substantive partner, based on or adapted from Transparency International’s Integrity Pacts model.</p>	<p>The Office of the Director of Public Procurement (ODPP) was established as a result of the law to regulate public procurement to ensure transparency, accountability and value for money and maximize the potential for public procurement to support sustainable development.</p> <p>The Office of the Director of Public Procurement (ODPP) is one of the five autonomous State institutions for governance and it was established to monitor and oversee all public sector procurement activities. Up to about 2000, public procurement in the Central Government was the responsibility of Central Government Stores (CGS) and Central Tender Board (CTB). Procurement activities under the responsibility of two institutions were noted to be poorly done resulting in huge losses of government revenue. In view of this, the then Head of State, in his Millennium Speech on 31 December 1999, directed that all public procurement be done through his office (OPC). By that time, Government Contracting-out Unit (GCU) and Rationalization Unit (RU) were already established in the OPC. GCU was established with the sole purpose of contracting-out non-core Government services. It was, therefore, given the task of approving all major contracts and to administer Interim</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPP
		<p>corruption and malpractices in the then procurement system. The task force recommended that: The Accounting Officer is directly responsible for the procurement function under his/her department from the identification of the need to the award of contracts to the best evaluated bidder and also to review decisions. The role of the Central Tender Board should remain regulatory i.e. set standards, monitor compliance, review procurement decisions, audit and investigate complaints by the contracting parties and build capacity in the procuring entities. The procurement and disposal function should be decentralized to each government entity under the respective Accounting Officers Contracts committees should be set up in all entities to adjudicate and award tenders. Procurement and disposal units, staffed with procurement professionals, should be established under each respective procuring and disposing entity to manage the procurement and disposal function. Government should set up an independent regulatory Authority to set standards, advise Government, monitor compliance and regulate public procurement and disposal of public assets in Uganda. The above recommendations were forwarded to Cabinet, which approved them and proposed immediate interim measures to implement the new system. The Minister of Finance, Planning and Economic Development issued the Public Finance (Procurement) Regulations 2000 to initiate and regulate the new system while Government developed a</p>		<p>Procurement Guidelines OPC developed. It also managed the public procurement reforms under Fiscal Restructuring and Deregulation Project (FRDP 111). CTB was dissolved in 2001 and all its functions were split between GCU and Government Ministries and departments. The GCU carried out its responsibilities until 2003 when the Public Procurement Act which was the result of a 1996 diagnostic study conducted under the Procurement and Supply Management Reform program, was passed. The ODPP was then established in April 2004 under Section 4 of the Act to champion the establishment of a strong procurement management in the public sector and respond to glaring problems identified in the diagnostic study.</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPP
		<p>comprehensive law to create an independent Public Procurement and Disposal of Public Assets Authority to regulate procurement and disposal of public assets in Uganda. The Public Procurement and Disposal of Public Assets Act 1 of 2003 was passed by Parliament in November 2002 and assented to by His Excellency the President in December 2002. The law was gazetted in January 2003 and brought into effect by the Minister of Finance Planning and Economic Development on 21 February 2003. The Act set up the Public Procurement and Disposal of Public Assets Authority as the principal regulatory body for public procurement and disposal.</p> <p>The law is now in operation and all Government departments and other Government-owned bodies are obliged to follow the law. The law emphasizes best practices including procurement and disposal principles, rules, administrative review systems, Codes of Conduct, as well as suspension of providers for offences and disciplinary measures against public officers who commit malpractices.</p> <p>The law is also complimented by Regulations, Guidelines, Forms and Standard Bidding Documentation. These serve to assist the procuring and disposing entities and providers of services, supplies and works in carrying out procurement and disposal processes.</p>		
2	Objectives and Functions	<p>The PPDA's objectives are as set out in Section 6 of the Act, namely, to: ensure the application of fair, competitive, transparent, non-discriminatory and value for money public procurement and disposal standards and</p>	<p>The objectives of the Public Procurement Regulatory Authority as per Section 6 of the Act are as follows:</p> <p>ensure the application of fair, competitive, transparent, non-discriminatory and value for money procurement</p>	<p>To effectively and efficiently carry out its mandate of regulating, monitoring and overseeing procurement activities in the Public Sector, the Office of the Director of Public Procurement operates</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPP
		<p>practices; harmonize the procurement and disposal policies, systems and practices of the Central Government, Local Governments and statutory bodies; set standards for the public procurement and disposal systems in Uganda; monitor compliance of procuring and disposing entities; and build procurement and disposal capacity in Uganda. The objective at a) describes the principal purpose of the PPDA's regulatory role. That at b) reflects the need to bring the benefits of the public sector reform program to all levels of government and to bring about a properly integrated system. Regarding c), as well as the standards contained in the Act and Regulations, the PPDA sets additional standards in the guidelines it issues. The law may not be fully observed by all PDEs on account of misunderstanding of its requirements or an attachment to traditional practices and the PPDA is therefore charged by the objective at d) to monitor compliance with the Act, Regulations and guidelines by all relevant parties; this objective is discharged through the PPDA's audit, inspection and investigation function. Finally, the objective at e) recognizes that procurement and disposal capacity in Uganda needs to be strengthened in respect of professional procurement skills and understanding of the law and the purposes of the reform program.</p>	<p>standards and practices; harmonize the procurement policies, systems and practices of the Central Government, local governments and statutory bodies; set standards for the public procurement systems in the United Republic of Tanzania, monitor compliance of procuring entities; and in collaboration with relevant professional bodies build procurement capacity in the United Republic of Tanzania.</p> <p>FUNCTIONS</p> <p>The functions of the Public Procurement Regulatory Authority as per Section 6 of the Act are as follows: advise central Government, local governments and statutory bodies on all procurement policies, principles and practices; monitor and report on the performance of the public procurement systems in the United Republic of Tanzania and advise on desirable changes; set training standards, competence levels, certification requirements and professional development paths for procurement experts in consultation with relevant professional bodies and any other competent authorities; prepare, update and issue authorized versions of the standardized tendering documents, procedural forms and any other attendant documents to procuring entities; in collaboration with relevant professional bodies, ensure that any deviation from the use of the standardized tendering documents, procedural forms and any other attendant documents is effected only after prior written approval of the Authority; issue guidelines under Section 89 of the Act;</p>	<p>through three core departments namely:- a) Monitoring, Liaison and Enforcement; b) Regulatory, Review and Advisory; and c) Professional Development Department</p> <p>The departments are administratively supported by the Finance and Administration Department to ensure timely and smooth delivery of their services. The Strategic Plan: In a bid to address its needs and determine the direction for the future, ODPP has developed a three-year Strategic Plan to run from January 2006 to December 2008. The plan envisions having a public sector that is transparent, accountable, efficient and corrupt-free. Following prevailing Public Service Reforms, it became needful for ODPP to strategize itself to become relevant towards national development under the legislative scope of its operations. The Strategic Plan models the mandate and role of ODPP on the State President's quest for zero tolerance on corruption, promotion of good governance and cautious public management. To achieve this, the major priority areas to be addressed include: a) refining and accelerating the implementation of the Public Procurement Act (2003) and its subsidiary legislation; b) improving the coherence, coordination and efficacy of all government policies, regulations, procedures and practices on public procurement;</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPP
			<p>organize and maintain a system for the publication of data on public procurement opportunities, awards and any other information of public interest as may be determined by the Authority; conduct periodic inspections of the records and proceedings of the procuring entities to ensure full and correct application of this Act;</p> <p>monitor the award and implementation of public contracts with a view to ensuring that: such contracts are awarded impartially and on merit; the circumstances in which each contract is awarded or as the case may be, terminated, do not involve impropriety or irregularity; without prejudice to the functions of any public body in relation to any contract, the implementation of each such contract conforms to the terms thereof.</p>	<p>c) implementing a comprehensive program that addresses procurement capacity gaps in public institutions;</p> <p>d) ensuring that there is efficient monitoring and evaluation in all public procurement; and</p> <p>e) mainstreaming cross-cutting issues on gender, HIV and AIDS, science and technology, human rights and good governance.</p> <p>Besides embracing policy directions from the Public Sector Reforms, the Strategic Plan has further garnered influence from various regional and international protocols from a number of institutions Malawi is affiliated to.</p> <p>As ODPP's practical implementation tool, the Strategic Plan will enable the Office to address the changes and challenges from its previous role of being an implementer of public procurement programs to that of providing oversight and professional procurement advice to public institutions</p>
3	Organizational and Management Structures	<p>Legal and Compliance Department The Department, headed by a Director assisted by two Managers and two Officers, seeks to carry into effect the policies in the PPDA Act. Procurement Audit, Inspection and Investigations Department This Department, headed by a Director assisted by two Managers and two Officers, conduct audits and inspections of PDEs and investigates complaints and applications for administrative review.</p> <p>Training and Capacity Building Department The Department, headed by a Director assisted by two Managers and two Officers, is responsible for the planning and operation of</p>	<p>Finance and Administration Division</p> <p>The functions of Finance and Administration Division shall be as follows:- Developing appropriate policies and regulations on human resources and administrative systems; Maintaining an optimum staff complement by ensuring effective manpower planning, recruitment, training and development; Developing and carrying out periodic review of the organization structure; job description, compensation structure and scheme of service; Ensuring a conducive working environment and maintain oversight of staff competence, motivation,</p>	<p>Monitoring and Evaluation Department</p> <p>1. Purpose of the Monitoring and Evaluation Department The purpose of the Monitoring and Evaluation Department is to monitor the procurement system and activities of Procuring Entities, Bidders and Suppliers to assess their performance so that ODPP can regulate the procurement environment within which they operate. Additionally the Monitoring and Evaluation Department will need a facility to:</p> <ul style="list-style-type: none"> • Liaise with other enforcement bodies to

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPP
		<p>training courses and for other measures to build up procurement and disposal capacity.</p> <p>Finance and Administration Department The Finance and Administration Department, headed by a Director, handles all administrative and financial matters, including liaison with other Departments. In addition to the Director, the Department has two Managers – one in charge of Finance and Administration and the other in charge of Information Technology – and two Officers in support.</p> <p>Internal Audit Unit Internal Audit Unit is headed by a Manager who reports to the Board of Directors but is a member of the Management Team and reports also to the Executive Director. He/She is assisted by an Audit Officer. The unit is responsible for internal quality assurance within the PPDA.</p>	<p>integrity, accountability and productivity; Developing and implementing a modern performance management system in line with the strategic objectives; Carrying out day to day activities related to the accounts of PPRA; Establishing and maintaining internal control systems necessary to secure the assets and liabilities of the and ensure accuracy in recording of income and expenditure thereof; Processing accounting information and prepare periodic reports in accordance with the</p> <p>Division of Capacity Building and Advisory Services</p> <p>The functions of Capacity Building and Advisory Services division shall be to:- Set training standards, competence levels, certification requirements and professional development paths for procurement experts in consultation with relevant professional bodies and any other competent authorities. Prepare, update and issue authorized versions of the standardized tendering documents, procedural forms and any other attendant documents to procuring entities. Issue procurement guidelines on capacity building. Develop and maintain policies and operational plan on capacity building, both for institutional and human resources development. Establish and maintain institutional linkages with training institutions, local potential providers of training both locally and internationally. Undertake research and survey nationally and internationally on procurement activities. Develop a system and agree on a list, which shall be</p>	<p>provide a coordinated approach to common areas and avoid duplication of investigations; • Process and manage the Evaluation actions endorsed by ODPP management to ensure actions are progressed and completed within the period envisaged; and • Provide a central contact point for the private sector to report issues of concern (except Administrative Review applications).</p> <p>2. The functions of the Monitoring and Evaluation Department are to monitor Procuring Entities performance, the procurement system and Bidders and Suppliers to assess performance. Additionally, the Department will be responsible for the liaison with enforcement authorities where violations are to be reported by ODPP and for the routine liaison with enforcement.</p> <p>3. Structure for the Monitoring and Evaluation Department The Department should therefore comprise two separate Sections: • The Monitoring Section; and • The Enforcement Liaison Section It should be noted that the monitoring activities are held separate from all other activities of the Department to avoid any conflicts arising.</p> <p>3.1 The Monitoring Section The main monitoring activities will concentrate on Procuring Entities and fall in two broad categories: a) Institution Compliance b) Procurement Assessments,</p> <p>Regulatory, Advisory and Review</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODPD
			<p>reviewed annually of works, services and</p> <p>Division of Monitoring and Compliance</p> <p>The functions of the Monitoring and Compliance Division shall be as follows:- To ensure full and correct application of the PPA 2004 and its regulations by causing to be carried out periodic inspections of records and proceedings of procuring entities. To monitor the award and implementation of public contracts with a view of ensuring that:- such contracts are awarded impartially and on merit; The circumstance in which each contract is awarded or as the case may be, terminated, do not involve impropriety or irregularity. The implementation of each such contract conforms to the terms thereof. To institute procurement auditing during the tender preparatory process. To institute contract auditing in the course of the execution of an awarded tender and performance audit after the completion of the contract in respect of any procurement as may be required. To administer and enforce compliance with all the provisions of the PPA 2004, its regulations and guidelines. To ensure a system of supporting, checking and monitoring procurement activities of procuring entities, is developed and implemented at all levels of procurement in these entities. To advise Central Government, local governments and statutory bodies on matters within its jurisdiction and appropriate actions to be taken by PEs from the outcome of investigation. To Review the performance of public procurement system in the country and</p>	<p>Department</p> <p>STRUCTURE The Legal Frame work Section The Administrative Review Section The Advisory Section</p> <p>PURPOSE The purpose of the Department is to regulate the procurement environment within which Procurement entities operate to improve transparency, efficiency and value for money while providing a central advisory point of contact for Procuring Entities.</p> <p>FUNCTIONS The function of the Department is to regulate the procurement environment, to review complaints from Bidders and to provide an advisory service to Procuring Entities. The department is also responsible for making relevant changes on existing procurement legislation</p> <p>ACTIVITIES DONE TO DATE Procurement Regulations, Desk Manuals and the Standard bidding Documents Produced and published External Members of IPC appointed</p> <p>Profession Development Department</p> <p>PURPOSE The purpose of the Department is to promote and manage the development of a professional procurement workforce and build capacity in the area identified to promote the establishment of the procurement profession</p> <p>FUNCTIONS The department coordinates and</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODP
			<p>advise on the desirable changes. To Issue guidelines in respect of procurement contracts and performance audit. To investigate allegations, complaints, reports, cases of suspected breaches in the application of PPA 2004 and recommend appropriate actions.</p> <p>The Legal Unit</p> <p>The functions of the Legal Unit shall be as follows:- Support the Monitoring and Compliance Division in reviewing procurement complaints and advising on the appropriate action to be taken; Rendering legal advice on procurement related matters and on any matter of the Authority's functions. Acting as a Secretariat to the Board; Liaising with the Parent Ministry and the Attorney General's Chambers on legal matters of the Authority; Reviewing authorized standard procurement documents, guidelines procedural forms and any other attendant documents and proposes appropriate changes or amendments. Reviewing the PPA 2004 and its Regulations and propose amendments where possible; Keeping a register which shall indicate a number of procurement complaints received by the Authority and procuring entities and decisions made on them;</p> <p>Division of Information Technology</p> <p>The functions of Information Technology Division shall be as follows:- To develop, implement and manage procurement management information system in Tanzania. To organize and maintain a system for collection and publication of data on public procurement opportunities, awards, training</p>	<p>manages the development of the procurement cadre for the public service and the management and implementation of capacity building programs</p>

	DESCRIPTION	UGANDA - PPDA	TANZANIA - PPRA	MALAWI - ODP
			<p>opportunities, trainees and trainers and any other information of public interest as may be determined by the Authority.</p> <p>To determine develop, introduce, maintain and update related system – wide data bases and technology.</p> <p>To issue guidelines on procurement Management Information Systems.</p> <p>To give advisory services on computer based systems in procurement.</p> <p>To liaise with other technical Departments within PPRA and PEs throughout the country to obtain data on procurement activities.</p> <p>To advise on IT needs/requirements within PPRA and in PMU's.</p> <p>To manage and update the PPRA's website.</p> <p>To advise the Government on e-procurement.</p>	

ANNEX 3 - DETAILED ICT EQUIPMENT SPECIFICATIONS

SECTION A – CLIENT BASED EQUIPMENT

A.1 Desktop Computers

General Comments

All desktop computers will be procured with 1 KVA Smart UPS. The UPS will protect the equipment from damage caused by power interruptions and surges. The SMART nature of the UPSs will also ensure that equipment is gracefully shutdown in the event of a power outage which will prevent loss and corruption of data that occurs during unscheduled system shut down.

All computers will be installed with PPOA Software upon delivery. This software will be installed and configured in line with PPOA requirements and the original licensed software will be provided by PPOA to the successful vendor. Software to be installed and configured will include:

- Windows Vista Business 32,
- Microsoft Office Professional 2007
- Enterprise / Corporate Edition of Antivirus
- Cloning software for the computer for easy restoration (e.g. Symantec Ghost)
- Configure Microsoft Outlook e-mail client
- Configure Remote control software for access from the server
- Configure to connect to the smart UPS Software provided

The Technical evaluation should confirm that the vendor has provided for the installation and configuration of the above software and the financial evaluation should indicate the cost of installing and configuring the software on all desktops

Technical Specifications – Desktop Computers

No.	System Component	Requirement	Maximum Technical Score
1	System processor	Intel Core Duo Processor	20
2	Processor speed	2.6 - 2.8 GHz	20
3	RAM	2 GB	20
4	Hard disk capacity	80 - 120 GB	20
5	Network Interface Card	10/100	10
6	Floppy Drive	3.5"	5
7	Optical Drive	DVD / CD RW Combo	10
8a	Input Devices	Keyboard	10
8b		3 Button scroll mouse	10
9	Connectivity	WiFi 802.11b/g	5
10	Monitor	17" Digital Flat Panel	10
11	Operating System	Windows Vista Business 32	10
12	Warranty	3 years parts, labor	10
13	Support Drivers and Manual	CDs for OS and drivers	5
14	Form factor	Tower	5

No.	System Component	Requirement	Maximum Technical Score
15	Ports	USB x 4 (2.0), 1 IEEE 1894, 1 microphone in, 1 audio out, 1 audio in, 1 serial, 2 x PS 2	10
16	Provision of installation and configuration	All software specified below	20
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- At least 5 other sites where equipment has been pre-installed and configured upon deployment
- Provision of at least 2 CVs of the engineers who will be responsible for setting up and configuring the computers
- Estimated time for the delivery and deployment of the computers in weeks.
- The financial evaluation should also include the cost of deploying the desktops as specified under general comments.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the desktops should seek to provide:

- Quarterly cleaning and servicing of equipment
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 76 hours
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

A.2 1 KVA Smart UPSs for the Desktop Computers

General Comments

All desktop computers will be procured with 1 KVA Smart UPS. The UPS will protect the equipment from damage caused by power interruptions and surges

The SMART nature of the UPSs will also ensure that equipment is gracefully shutdown in the event of a power outage which will prevent loss and corruption of data that occurs during unscheduled system shut down

Technical Specifications – 1KVA Smart UPSs

No.	System Component	Requirement	Maximum Technical Score
1	Output power	1000 VA	20
2	Output voltage distortion	< 5% at full load	20
3	Output frequency	60Hz	10
4	Number of connection cords	2	20
5	Length of connection cords	1.5 - 2 meters	10
6	Battery type	Maintenance-free sealed Lead-Acid battery with suspended electrolyte : leak-proof	20
7	Typical backup time at full load	6-10 minutes	20
8	Interface ports	DB-9 RS-232,SmartSlot,USB	10
9	Control Panel	LED status display for On Line, On Battery, Replace Battery and Overload Indicators	20
10	Audible Alarms	When on battery	20
11	Warranty	2 years replace and service	20
12	Software CDs and Manual	Delivered	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Parameters Necessary for Effective Maintenance

Hardware maintenance for the UPSs should seek to provide:

- Quarterly cleaning and servicing of equipment
- Recharging and replacement of batteries as necessary
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 24 hours
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider

- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

A.3 Laptop Computers

General Comments

All computers will be installed with PPOA Software upon delivery. This software will be installed and configured in line with PPOA requirements and the original licensed software will be provided by PPOA to the successful vendor. Software to be installed and configured will include:

- Windows Vista Business 32,
- Microsoft Office Professional 2007
- Enterprise / Corporate Edition of Antivirus
- Cloning software for the computer for easy restoration (e.g. Symantec Ghost)
- Configure Microsoft Outlook e-mail client
- Configure Remote control software for access from the server
- Configure to connect to the smart UPS Software provided

The Technical evaluation should confirm that the vendor has provided for the installation and configuration of the above software and the financial evaluation should indicate the cost of installing and configuring the software on all laptops

Technical Specifications - Laptops

No.	System Component	Requirement	Maximum Technical Score
1	System processor	Centrino Core Duo Processor	20
2	Processor speed	2.6 - 2.8 GHz	20
3	RAM	2 GB	20
4	Hard disk capacity	80-120 GB	20
5	Network Interface Card	10/100 - RJ 45 - on board	10
6	Internal Modem	56 Kbps - RJ 11 - on board	10
7	Optical Drive	DVD + CD RW Combo	10
8a	Input Devices	External 3 Button scroll mouse	5
8b		External numeric pad (USB)	5
9a	Connectivity	Blue tooth adapter	10
9b		WiFi 802.11b/g	10
10	Monitor	15" or 17" Digital Flat Panel	5
11	Operating System	Windows Vista Business 32	10
12	Warranty	3 years parts, labor	10
13	Support Drivers and Manual	CDs for OS and drivers	10
14	Ports	USB x 4 (2.0), 1 IEEE 1894, 1 microphone in, 1 audio out, 1 audio in, 1 serial, 2 x PS 2	5
15	Bag	Carrier bag	10
16	Battery time	1.5 - 2 hours	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- At least 5 other sites where equipment has been pre-installed and configured upon deployment
- Provision of at least 2 CVs of the engineers who will be responsible for setting up and configuring the computers
- Estimated time for the delivery and deployment of the computers in weeks.
- The financial evaluation should also include the cost of deploying the laptops as specified under general comments.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the laptops should seek to provide:

- Quarterly cleaning and servicing of equipment
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 36 hours
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

A.4 Personal Printer

General Comments

All personal black and white printers will have duplex capability to enable PPOA to save on the costs of paper by printing on both sides

Technical Specifications

No.	System Component	Requirement	Maximum Technical Score
1	Print Technology	laser	10
2	Print speed	20-25 pages per minute	10
3	Monthly print volume	5,000 pages	10
4	Print Quality Black	1200 x 1200 dpi	20
5	Duplex printing	automatic	20
6	No. of trays	2 trays - bypass, bulk	10
7	Connectivity	Parallel, 1 USB	20
8	Memory	64 MB	20
9	Ink	Black and White	10
10	Media Sizes	Letter, letter rotated, legal, executive, statement, 8.5 x 13 in, 11 x 17 in, 12 x 18 in, envelopes (No.10, Monarch, DL)	10
11	Media Types	Paper (color, letterhead, light, plain, preprinted, prepunched, recycled, rough, toughpaper), bond, cardstock, envelope, labels, transparency, vellum	20
12	Print Languages	HP PCL 6, HP PCL 5e, HP Postscript 3 emulation	10
13	Compatible Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
14	Software included	Print drivers and installation software on CD-ROM	10
15	Warranty	1 years	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Parameters Necessary for Effective Maintenance

Hardware maintenance for the personal printers should seek to provide:

- Quarterly cleaning and servicing of equipment

- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 24 hours. The window for replacement is short, because personal printers will be in offices of senior officers like the Director General and other Directors. Consequently, downtime will have a severe impact on their effectiveness since the nature of their communication may not allow them to print on public printers.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

SECTION B – SERVER BASED EQUIPMENT

B.1 Servers

B.2 UPSs for Servers

B.3 Backup Devices and Media

B.4 Rack for Servers

B.5 Air Conditioner for the Server Room

SECTION C – NETWORK BASED EQUIPMENT

C.1 Black and White Network Printer

General Comments

All black and white printers will have network ports to allow for easy access across the network. The network port will allow printers to be configured for redundancy. This means that when one network printer is not available, the users in the affected section can be re-routed to the nearest printer by re-assigning their default settings to point to the designated back up printer.

All network printers will also have automatic duplexing features to save on paper.

Technical Specifications – Network Printer

No.	System Component	Requirement	Maximum Technical Score
1	Print Technology	laser	10
2	Print speed	30-35 pages per minute	10
3	Monthly print volume	30,000 pages	10
4	Print Quality Black	1200 x 1200 dpi	20
5	Duplex printing	automatic	20
6	No. of trays	3 trays - bypass, envelope, bulk	10
7	Connectivity	1 IEEE-1284 parallel, 1 USB, 1 EIO, 1 JDI 10/100	20
8	Memory	512MB	20
9	Ink	Black and White	10
10	Media Sizes	Letter, letter rotated, legal, executive, statement, 8.5 x 13 in, 11 x 17 in, 12 x 18 in, envelopes (No.10, Monarch, DL)	10
11	Media Types	Paper (color, letterhead, light, plain, preprinted, prepunched, recycled, rough, toughpaper), bond, cardstock, envelope, labels, transparency, vellum	20
12	Print Languages	HP PCL 6, HP PCL 5e, HP Postscript 3 emulation	10
13	Compatible Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
14	Software included	Print drivers and installation software on CD-ROM	10
15	Warranty	3 years	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- At least 5 other sites where similar equipment has been sold and installed
- Estimated time for the delivery of the printers in weeks.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the printers should seek to provide:

- Periodic cleaning and servicing of equipment. This may be done every other time the toner is replaced.
- Provision of replacement equipment of similar specifications in the event that the printer cannot be fixed in 72 hours.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

C.2 Colour Printer

Technical Specifications – Colour Printer

No.	System Component	Requirement	Maximum Technical Score
1	Print Technology	Colour laser / direct to page printing	20
2	Print speed	10-15 pages per minute	10
3	Monthly print volume	60,000 pages	10
4	Print Quality	9600 x 690 dpi	20
5	Duplex printing	automatic	10
6	No. of trays	2 trays - bypass, bulk	10
7	Connectivity	1 IEEE-1284 parallel, 1 USB, 1 EIO, 1 JDI 10/100	20
8	Memory	128 MB	10
9	Ink	Colour	10
10	Media Sizes	Letter, letter rotated, legal, executive, statement, 8.5 x 13 in, 11 x 17 in, 12 x 18 in, envelopes (No.10, Monarch, DL)	10
11	Media Types	Paper (color, letterhead, light, plain, preprinted, prepunched, recycled, rough, toughpaper), bond, cardstock, envelope, labels, transparency, vellum	10
12	Print Languages	HP PCL 6, HP PCL 5e, HP Postscript 3 emulation	10
13	Compatible Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
14	Software included	Print drivers and installation software on CD-ROM	10
15	Cartridges	All colour and black cartridges for the new printer\	20
16	Warranty	3 years	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Parameters Necessary for Effective Maintenance

Hardware maintenance for the colour printers should seek to provide:

- Periodic cleaning and servicing of equipment. This may be done every other time the toner is replaced.
- Provision of replacement equipment of similar specifications in the event that the printer cannot be fixed in 72 hours.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

C.3 Photocopier

General Comments

All Photocopiers will have network connectivity and be multifunctional to including printing capabilities. These features will provide redundancy to network printers and ensure that no department is without printing services for a significant amount of time.

Technical Specifications – Departmental Photocopier

No.	System Component	Requirement	Maximum Technical Score
1	Print speed	60-70 pages per minute	10
2	Monthly print volume	100,000 pages	10
3	Resolution	600 dpi, printing; 240 x 600 dpi, 256 graduations	10
4	Magnification	Zoom: 25 -400%	
5	Duplex printing / photocopying	automatic	20
6	No. of trays	3 trays - bypass, tray 1, tray 2 (A3)	10
7	Maximum paper size	A3	10
8	Connectivity + network printing	1 IEEE-1284 parallel, 1 USB, 1 EIO, 1 JDI 10/100	10
9	Memory	256 MB	10
10	Diagnostics	LCD Panel with status and diagnostic indicators	20
11	Compatible Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
12	Software included	Print drivers and installation software on CD-ROM	10
13	Document management features	Scan once print many option	10
		Energy saving features	10
		Departmentalized access codes	10
		Simple self diagnostics – toner level, paper jam etc	10
		User-Replaceable Toner Cartridge	5
		Priority printing	5
		Confidential printing	5
		Proof printing	5
		reduction and enlargement (specify percentages)	5
		margin shift	5
		edge erase feature	5
		automatic image rotate to fit the paper source	5
		copy several originals in sequence onto single sheet	5

No.	System Component	Requirement	Maximum Technical Score
		watermark (specify options available)	5
14	Manufacturer's warranty	2 years	10
		TOTAL SCORE	200

Technical Specifications – Review Board Photocopier

No.	System Component	Requirement	Maximum Technical Score
1	Print speed	60-70 pages per minute	10
2	Monthly print volume	300,000 pages	10
3	Resolution	600 dpi, printing: 240 x 600 dpi, 256 graduations	10
4	Magnification	Zoom: 25 -400%	
5	Duplex printing / photocopying	automatic	10
6	No. of trays	3 trays - bypass, tray 1, tray 2 (A3)	10
7	Maximum paper size	A3	10
8	Connectivity + network printing	1 IEEE-1284 parallel, 1 USB, 1 EIO, 1 JDI 10/100	10
9	Memory	512 MB	10
10	Diagnostics	LCD Panel with status and diagnostic indicators	20
11	Compatible Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
12	Software included	Print drivers and installation software on CD-ROM	10
13	Document management features	Scan once print many option	5
		Energy saving features	5
		Departmentalized access codes	5
		Simple self diagnostics – toner level, paper jam etc	5
		User-Replaceable Toner Cartridge	5
		Priority printing	5
		Confidential printing	5
		Proof printing	5
		reduction and enlargement (specify percentages)	5
		margin shift	5
		edge erase feature	5
		automatic image rotate to fit the paper source	5
		copy several originals in sequence onto single sheet	5

No.	System Component	Requirement	Maximum Technical Score
		watermark (specify options available)	5
14	Document organization	sorting bin	10
15	document finishing	collating and stapling	10
16	Scanning	TWAIN Compliant	10
17	Manufacturer's warranty	2 years	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- Proof that the vendor is certified to sell and service the proposed equipment
- At least 5 other sites where similar equipment has been installed and serviced
- Provision of at least 2 CVs of the engineers who will be responsible for maintaining the equipment
- Estimated delivery time
- The financial evaluation should include the cost of annual maintenance. This is usually quoted in the form of Kshs per copy and may include the cost of providing toner. PPOA needs to make a decision on how they would like to manage the maintenance of the same so as to achieve cost effectiveness but also ensure minimized down time.

For instance, if provision of toner is included in the annual maintenance contract, PPOA should insist that there is one spare toner for each photocopier at any given time. This will ensure that the photocopier is functional, even when payment issues are being progressed.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the photocopiers should seek to provide:

- Periodic cleaning and servicing of equipment. This may be more frequent than quarterly.
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 72 hours.
- For the Review Board Photocopier, the replacement window should be shorter, since the departmental photocopier will not be able to cope with the volume handled by the Board.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

C.4 Scanners

General Comments

These are necessary for the electronic capture, storage and transmission of hard copy documents, and are a must in all departmental offices.

The P&I Strategy recommend two types of scanners. One that is geared towards individual offices like the Director General's office and has standard features and limited auto loading capabilities, and a second type that is more suited to a busy working environment that handles a lot of documentation e.g. the registry, administration and other departments.

Technical Specifications – Personal Scanner

No.	System Component	Requirement	Maximum Technical Score
1	form factor	Desktop	10
2	Scanning technology	Ccd image sensor	10
3	Resolution	2000 - 4000 dpi	10
4	Scanning mode	simplex and duplex	10
5	Scanning speed	simplex 90 ppm and duplex 180ppm	10
6	Document size	up to A3	10
7	Interface	Hi-Speed USB (compatible with USB 2.0 specifications)	10
8	Power cord	Included	10
9	Software CDs and Manuals	Included + TWAIN Drivers	10
10	Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
11	Automatic document feeder	500 sheets	20
12	RAM	128 MB	10
13	Warranty	1 year	10
		TOTAL SCORE	100

Technical Specifications – Heavy Duty Scanner

No.	System Component	Requirement	Maximum Technical Score
1	form factor	Desktop	10
2	Scanning technology	Ccd image sensor	10
3	Resolution	1000 - 2000 dpi	10
4	Scanning mode	simplex and duplex	10
5	Scanning speed	simplex 90 ppm and duplex 180ppm	10
6	Document size	Up to A3	10
7	Interface	Hi-Speed USB (compatible with USB 2.0 specifications)	10
8	Power cord	Included	10
9	Software CDs and Manuals	Included + TWAIN Drivers	10

No.	System Component	Requirement	Maximum Technical Score
10	Operating Systems	Windows XP Professional; Windows Server 2003; Windows Vista(TM) Ready; Mac OS X v 10.4 or higher	10
11	Automatic document feeder	500 sheets	20
12	RAM	128 MB	10
13	Warranty	1 year	10
		TOTAL SCORE	100

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria – Heavy Duty Scanner

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- Proof that the vendor is certified to sell and service the proposed equipment
- At least 5 other sites where similar equipment has been installed and serviced
- Provision of at least 2 CVs of the engineers who will be responsible for maintaining the equipment
- Estimated delivery time
- The financial evaluation should include the cost of annual maintenance.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the scanners should seek to provide:

- Periodic cleaning and servicing of equipment.
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 72 hours.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

C.5 Fax Machine

General Comments

These are presented in two sets of specifications. One is for use in individual offices and the other fax is for use in busy departments and hence will have more requirements in terms of LAN and i-faxing features.

Technical Specifications – standard fax machine

No.	System Component	Requirement	Maximum Technical Score
1	Multifunction	Fax + copier	20
2	Printing technology	Laser printing on plain paper	20
3	Scanning	simplex and duplex scanning of documents	10
4	Memory	4-6 MB	10
5	Document feeder	Automatic 10 pages	10
6	Resolution	400dpi	10
7	Connectivity	10Base-T/100Base-TX Ethernet port and USB	10
8	Communication	fax, LAN, internet	10
	Work flow management		
9	Network file sharing and storage	The "Save As" function enables documents to be saved in PDF format.	20
10	PC-Fax	Enables users to send a fax directly from their PC. AN from the user's desktop.	20
11	Diagnostics	Simple and managed through LCD display	10
12	Scan to email (internet fax)	Converts documents into PDF and transmits them as email attachments via the LAN. Allows users to send an e-mail as a fax to multiple recipients	20
13	Email functionality	Allows the storage of 50-100 email addresses on the machine	10
14	Automatic Archiving	Faxes archived by the sender or date/time for easy retrieval at a later date using e-mail client software.	10
15	Warranty	3 years	10
		TOTAL SCORE	200

Technical Specifications – departmental fax machine

No.	System Component	Requirement	Maximum Technical Score
1	Multifunction	Fax + copier	20
2	Printing technology	Laser printing on plain paper	20
3	Scanning	simplex and duplex scanning of documents	10
4	Network functionality	Automatic network setup with DHCP	10
5	Memory	10 -20 MB	10
6	Document feeder	Automatic - 40 - 60 pages	10
7	Resolution	400dpi	10
8	Connectivity	10Base-T/100Base-TX Ethernet port	10
9	Communication	fax, LAN, internet	10
	Work flow management		
10	Inbound routing	Send incoming faxes to designated internal email addresses - automatically	10
11	Dual Port Operation	Allow users to send a document over the LAN while receiving a fax via a conventional telephone line.	10
12	Integrated Document Distribution	Enable users to distribute a document electronically-directly to the recipients.	10
13	Message Disposition Notification (MDN)	Confirms that the recipient has opened the sender's email. The transaction journal printout will indicate an "OK".	10
14	Network file sharing and storage	The "Save As" function enables documents to be saved in PDF format.	10
15	PC-Fax	Enables users to send a fax directly from their PC. The fax machine is accessible over the LAN from the user's desktop.	10
16	Diagnostics	Simple and managed through LCD display	5
17	Scan to email (internet fax)	Converts documents into PDF and transmits them as email attachments via the LAN. Allows users to send an e-mail as a fax to multiple recipients	5
18	Email functionality	Allows the storage of 1000 email addresses on the machine	5
19	Automatic Archiving	Faxes archived by the sender or date/time for easy retrieval at a later date using e-mail client software.	5
20	Warranty	3 years	10
		TOTAL SCORE	200

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria – Departmental Fax

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- Proof that the vendor is certified to sell and service the proposed equipment
- At least 5 other sites where similar equipment has been installed and serviced
- Provision of at least 2 CVs of the engineers who will be responsible for maintaining the equipment
- Estimated delivery time
- The financial evaluation should include the cost of annual maintenance.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the fax machines should seek to provide:

- Periodic cleaning and servicing of equipment.
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 36 hours.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

C.6 LCD Projector

General Comments

The LCD projectors are provided in two sets of specifications. The first is the standard LCD and the second one is a document LCD Scanner.

The Document LCD Scanner is intended to help ease the work of the Review Board, by allowing petitioners and respondents to make their documents publicly available during proceedings by placing them on the Document scanner and the relevant page being projected onto the screen.

This instantaneous project of documents will mean that they do not need to be scanned before hand for them to be projected. This will greatly reduce the work of preparing for meetings, save on time as well as the cost of photocopying certain documents.

Technical Specifications – Standard LCD Projector

No.	System Component	Requirement	Maximum Technical Score
1	Lumens	2500 - 4000 ANSI lumens	10
2	Zoom	1x3 zoom lens	10
3	Resolution	Native XGA (1024x768); 1600 x 1200	10
4	Contrast Ration	900 : 1	10
5	Adjustment	Digital keystroke adjustment	10
6	Form Factor	Portable	10
7	Built in devices	Speakers	5
8	Bulb type / Lamp life	UHP 165 Watt / 2000 hours	10
9	Video Input	RGB, S-Video, composite video	5
10	Input Device	Remote control	5
11	Power	AC 110/240 V (50/60 Hz)	5
12	Accessories	Carrying case	10
		TOTAL	100

Technical Specifications – Review Board Document Projector

No.	System Component	Requirement	Maximum Technical Score
1	Lumens	2000 - 2400 ANSI lumens	10
2	Zoom	1x3 zoom lens	10
3	Aspect Ration / Resolution	Native XGA (1024x768); 1600 x 1200	10
4	Functionality	With camera	10
5	Contrast Ration	400 : 1	5
6	Adjustment	Digital keystroke adjustment	5
7	Form Factor	Portable	10
8	Built in devices	Speakers	5
9	Bulb type	UHP 165 Watt- 2000 hours	10

No.	System Component	Requirement	Maximum Technical Score
10	Video Input	RGB, S-Video, composite video	5
11	Input Device	Remote control	5
12	Power	AC 110/240 V (50/60 Hz)	5
13	Accessories	Carrying case	10
		TOTAL	100

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template

Other Evaluation Criteria – LCD Projectors

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- Proof that the vendor is certified to sell and service the proposed equipment
- At least 5 other sites where similar equipment has been installed and serviced
- Provision of at least 2 CVs of the engineers who will be responsible for maintaining the equipment
- Estimated delivery time
- The financial evaluation should include the cost of annual maintenance.

Parameters Necessary for Effective Maintenance

Hardware maintenance for the LCD Projectors should seek to provide:

- Periodic cleaning and servicing of equipment.
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 36 hours.
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 24 hours for the Review Board Projector.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

C.7 PABX

General Comments

The PABX is necessary to facilitate communication with the outside world in a manner that is in keeping with the proposed image of the Authority.

The proposed PABX will have an ISDN card to allow PPOA to take advantage of digital channels of communication which result in several advantages such as reduced workload on the telephone operator since callers can dial directly to each extension. It is recommended that PPOA apply for an ISDN line in order to utilize this facility.

Other facilities include the use of GSM lines to ensure that mobile calls can be automatically routed to the GSM units and hence reduce the costs of mobile communication.

Costs will be further managed through the use of call management software that will monitor calls against budget and supply users with reports for the same.

Technical Specifications – PABX System

No.	System Component	Requirement	Maximum Technical Score
1	Hardware Requirements	100 Extensions	10
2		8 Incoming Lines from Telkom	10
3		Expansion Slot for direct lines	10
4		Expansion slot for extensions	10
5		ISDN Compatible with ISDN Card	10
6		GSM Card to accommodate 6 GSM Units	10
7		6 GSM units (State model of proposed GSM equipment)	10
8		VOIP Card	10
9		Voice mail system and all peripherals	10
10		Battery Backup for 5 hours	10
11		Maintenance free battery backup units	10
12		1 operator consoles	10
13		4 FAX line management functionality	10
14		Call Management Software (State name of software)	10
15		Extension ports that accommodate standard touch tone single line telephones	10
16		All other peripheral equipment necessary to have the above features running properly	10
17		Voice cabling and all related civil works	10
18		IP Telephony capability	10
19	Intelligent Call management features	External callers should be able to access user extensions after hours e.g. at lunch time, in the evening, on public holidays.	10
20		External callers should be able to access user extensions without necessarily going through the operator e.g. in the evenings or at lunch time	10
21		Ability to record a morning message and an evening message on the PABX for callers to listen to when waiting to be connected	10

No.	System Component	Requirement	Maximum Technical Score
22		Automatically connect an incoming fax to the appropriate fax extension and hence receive calls without an operator. 4 fax lines will be in use	10
23		Call Forwarding – busy / no answer / follow me / to outside	10
24		Ability to over-ride call restriction for emergency numbers – up to 4 emergency numbers	10
25		Conference call facility for up to 3 people.	10
26		Extension group capability to support group call pick up and paging	10
27		Ring pattern selection to identify external calls and internal calls	10
28		Ability to assign and verify PINs for purposes of telephone cost control	10
29		Programmable to restrict unauthorized outgoing long distance calls.	10
30		Programmable to disallow certain extensions from making outgoing calls / trunk calls / international calls	10
31		Programmable to disconnect outgoing calls when a pre-determined duration expires	10
32		Live call screening	10
33		Two way transfer	10
34	Receptionist's Phone	Display capability to indicate time, caller's name, etc	10
35		Speakerphone capability	10
36		Call forwarding	10
37		Do not disturb	10
38		Conference call capability	10
39		Intercom capability	10
40		Ability to program numbers	10
41		Flash / Recall	10
42		Auto answer	10
43		Headphones for hands free use	10
44		Programmable keys for ease of dialing	10
45		Incoming Call Lamp Lighting up	10
46		Transfer function	10
47		Auto dial function for use with speed dial	10
48		Access to voice mail	10
49		Any other functions	10
50	Executive Telephone Set Requirements	Display capability	10
51		Speakerphone capability	10
52		Call forwarding	10
53		Conference call capability	10
54		Intercom capability	10
55		Flash / Recall	10
56		Programmable keys for ease of dialing	10
57		Incoming Call Lamp Lighting up	10

No.	System Component	Requirement	Maximum Technical Score
58		Transfer function	10
59		Auto dial function for use with speed dial	10
60		Access to voice mail	10
61	Standard Telephone Set Requirements	Call Forwarding	10
62		Transfer function	10
63		Access to voice mail	10
64	Other Criteria - for competency	List of 5 organizations where projects of similar scope have been undertaken and the contacts at each organization. Clearly state the number of extensions, and key features	10
65		CVs of at least three (3) technical team members and copies of their relevant certifications, and brief professional profile	10
66		Process of testing and commissioning the equipment	10
67		Process of documenting the site	10
68		Provision of equipment brochure	10
69		Project Plan Schedule with clear deliverables and timelines	10
70		Provision of Annual maintenance Contract	10
		TOTAL TECHNICAL SCORE	700

Technical Evaluation Score Sheet

Refer to [PPOA Hardware Specifications.xls](#) for the detailed technical evaluation template. This template also includes the evaluation criteria for the site visit.

Other Evaluation Criteria - PABX

To facilitate speed of delivery and effectiveness of configuration the following should be provided and evaluated as part of technical:

- Copy of Certificate of Registration from CCK
- Copy of CCK “Type Approval” for the equipment Proposed
- Proof that the vendor is certified to sell and service the proposed equipment
- At least 5 other sites where similar equipment has been installed and serviced
- Provision of at least 2 CVs of the engineers who will be responsible for maintaining the equipment
- Estimated delivery time
- The financial evaluation should include the cost of:
 - Total Cost of voice cabling, trunking, and other civil works
 - Total Cost of voice mail components
 - Total Cost of telephone management components
 - Total cost of ISDN card and components
 - Total Cost of GSM components
 - Total Cost of telephone operator head sets
 - Total Cost of standard head sets
 - Total Cost of training telephone operators and 2 Administrators
 - Total Cost of providing annual maintenance for the equipment
 - Any other costs required to operationalize the equipment e.g. batteries etc

Parameters Necessary for Effective Maintenance

Hardware maintenance for the PABX should seek to provide:

- Periodic cleaning and servicing of equipment.
- 24 hour service availability from the solution provider
- Provision of replacement equipment of similar specifications in the event that a machine cannot be fixed in 36 hours.
- Escalation matrix to indicate how calls from PPOA will be handled by the solution provider and response times for the various category of calls (critical, urgent, etc)
- Monthly reports that provide information on incident tracking and management and the resultant cost implications (were problems resolved under warranty or otherwise)
- Periodic meetings to discuss the performance of the solution provider
- Cost recovery measures in the event that the solution provider does not provide service as per the contract and resulting in financial loss to the client.
- All other standard terms of conditions should also apply.

ANNEX 4 – UPDATED WORK PLAN: 6 WEEKS – 9 MAY 2007

The proposed work plan was discussed in detail with the PPOA working group during the inception week. The six-week consultancy is described below, and will be refined with USAID and government partners as required during the progress of the works.

Day/Week	Activities/Tasks	Deliverables/Benchmarks
Week One 16-21 April	<ol style="list-style-type: none"> 1. Chemonics home office arranges travel for Mr. Ruprai and finalizes subcontract with e-sokoni; 2. Mr. Ruprai begins review of PPOA legislation and internal documentation upon contract signature while awaiting flight to Kenya; 3. Mr. Ruprai arrives in Kenya and holds initial meeting with USAID and full consultancy team; 4. Full team holds initial meetings with the Public Procurement Directorate, the Directorate of Personnel Management, and other relevant offices; 5. Full team conducts an analysis of institutional structures, human resource needs, and ICT frameworks for comparable institutions worldwide and in the region; 6. ICT Specialist, Ms. Regina Mutoko, meets with relevant personnel to evaluate steps already undertaken to establish an ICT management system. 	<ol style="list-style-type: none"> 1. Inception report detailing weekly work plan for remainder of consultancy, as well as summary of research results during week one; 2. Initial meetings held with USAID, PPOA, & Reference Committee (Working Group) held. 3. Meetings arranged with comparable institutions in Kenya with the assistance of PPOA. 4. Draft documents developed by DPM/PPD Team collected on 19 April 2007 from PPOA 5. Initial review of available documents commenced.
Week Two 23-28 April	<ol style="list-style-type: none"> 1. Full team conducts a comprehensive analysis of PPOA's anticipated functions and responsibilities in consultation with GoK partners, coming to consensus on an organization chart for the PPOA; 2. Ms. Mutoko completes IT needs assessment and begins drafting ICT framework, including ICT procurement needs and specifications (hardware and software); 3. Ms. Mutoko develops business process diagrams to show the benefits of incorporating recommended technologies to reduce task completion time while increasing collaboration and productivity; 4. Mr. Ruprai begins refining financial rules and regulations, including internal procurement rules and regulations, and terms of reference for the PPOA advisory board and management committees; 5. Mr. Wanyoike begins drafting job profiles and required competencies, as well as refining staff rules and regulations to be incorporated into the human resources policy manual and employee handbook, as required, in partnership 	<ol style="list-style-type: none"> 1. ICT needs assessment and business process diagrams complete; 2. Proposed organization chart complete, including description of management structure and draft job profiles. 3. Detailed analysis and comprehensive review of available management documents commenced.

Day/Week	Activities/Tasks with the DPM.	Deliverables/Benchmarks
Week Three 30 April - 5 May	<ol style="list-style-type: none"> 1. Mr. Wanyoike, in close collaboration with Mr. Ruprai, refines documents initiated during week two based on continuing consultations with government partners; 2. Ms. Mutoko, with assistance from Chemonics home office ICT and procurement specialists and Mr. Ruprai, finalizes ICT specifications and procurement and installation & implementation plans; 3. Team meets with Reference Committee to present documentation refinements. 	<p>Complete by 9 May 2007 Draft Progress Report No. 1 completed 9 May 2007</p> <ol style="list-style-type: none"> 1. First interim report, summarizing tasks completed and other findings, with the following annexes: <ul style="list-style-type: none"> ▪ Draft financial rules and regulations, including internal procurement rules; ▪ Draft staff rules and regulations, including refinement to employee handbook and HR manual; ▪ Draft terms of reference for PPOA management committees and Advisory Board committees; 2. Draft Report on ICT specifications, based on further refinement of needs assessment, including: <ul style="list-style-type: none"> ▪ Software, hardware, and connectivity requirements; ▪ Network capacity requirements; ▪ ICT procurement plan and implementation strategy, based on careful review of locally available products to ensure rapid deployment and local technical support; ▪ Staff training plan and plan to keep technologies up-to-date and ensure sustainability 3. Full team meets with reference committee to present progress and seek feedback. (Scheduled for 11 May 2007)
Week Four 7-12 May	<ol style="list-style-type: none"> 1. Full team fills in gaps and makes other needed adjustments to draft documentation completed in week three, and conducts further validating documentation with government partners, including comparison of plans and 	<p>Complete by 15 May 2007 Finalize report 18 May 2007</p> <ol style="list-style-type: none"> 1. Second interim report with refinements to all annexes (see week three); 2. Human resources development plan complete

Day/Week	Activities/Tasks	Deliverables/Benchmarks
	<p>documentation with international standards and approaches;</p> <ol style="list-style-type: none"> 2. Team meets with reference committee to present changes to previous drafts and collect feedback; 3. Team develops a human resources development and training plan to introduce PPOA staff functions, required competencies, and ethics, as defined during the consultancy, to ensure sustainability. 	
Week Five 14-19 May	<ol style="list-style-type: none"> 1. The team will engage in continuing consultations with government partners, including PPOA’s executive committee and Ministry representatives, as appropriate, to resolve any final issues; 2. The team will put all documentation in “camera-ready” format and arrange for reproductions as needed by USAID and the PPOA. 	<p>Draft final report including all final documentation for organizational structure and ICT framework. Complete by 22 May 2007</p>
Week Six 21- 26 May	<ul style="list-style-type: none"> • The team will refine, finalize complete all requirements as appropriate, to resolve any final and outstanding issues; • The team will finalize all documentation in “camera-ready” format and arrange for reproductions as needed by USAID and the PPOA. 	<p>Final report including all final documentation for organizational structure and ICT framework. Finalize report 26 May 2007</p>

The following are the expected reporting obligations deliverables of the consultancy, which incorporate the expected outputs described in Scope of Works, delivered in the following reporting times to the USAID and PPOA.

Deliverables	Completion Week As From Signing of Contract	Updated 2 May 2007	Updated 9 May 2007
Inception report that includes a detailed work program showing the activities to be performed on a weekly basis for the duration of the consultancy Meeting with the Reference Committee	Week 1	Completed 23 April 2007	Completed 23 April 2007
1st Interim report, including all outputs of initiatives outlined Section 3 Meeting with the Reference Committee	Week 3	Complete by 9 May 2007	Complete by 9 May 2007
2nd Interim report, including the updated 1st Interim Report Meeting with the Reference Committee	Week 4	Complete by 15 May 2007	Complete by 15-18 May 2007
Draft Final Report	Week 5	Complete by 19 May 2007	Complete by 22 May 2007
Final Report	Week 6	Complete by 26 May 2007	Complete by 26 May 2007

Annex 5 – Work Plan Bar Chart: 6 Weeks

Description of Major Tasks and Activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
1. Team mobilization						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
2. Conduct Initial meetings with USAID, PPOA, DPM, Reference Committee and other relevant offices						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
3. Conducts analysis of institutional structures for comparable institutions worldwide and in the region;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
4. Conducts analysis of human resource needs for comparable institutions worldwide and in the region;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
5. Conducts analysis of ICT Frameworks for comparable institutions worldwide and in the region;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
6. Conduct meetings with relevant personnel to evaluate steps already undertaken to establish an ICT management system.						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
7. Inception report detailing weekly work plan for remainder of consultancy, as well as summary of research results during week one						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
8. Meeting with the Reference Committee						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
9. Comprehensive analysis of PPOA’s anticipated functions and responsibilities in consultation with GoK partners, coming to consensus on an organization chart for the PPOA;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
10. Completes IT needs assessment						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
11. Begins drafting ICT framework, including ICT procurement needs and specifications (hardware and software);						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
12. Develops business process diagrams to show the benefits of incorporating recommended technologies to reduce task completion time while increasing collaboration and productivity;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
13. Refines financial rules and regulations, including internal procurement rules and regulations, and terms of reference for the PPOA advisory board and management committees;						

Description of Major Tasks and Activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
14. Begins drafting job profiles and required competencies, as well as refining staff rules and regulations to be incorporated into the human resources policy manual and employee handbook, as required, in partnership with the DPM						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
15. ICT needs assessment and business process diagrams complete						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
16. Proposes organization chart complete, including description of management structure and draft job profiles						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
17. Refines documents initiated during week two based on continuing consultations with government partners;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
18. Finalizes ICT specifications and procurement and installation & implementation plans						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
19. Meets with Reference Committee to present documentation refinements						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
20. Drafts first interim report, summarizing tasks completed and other findings, with the following annexes						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
21. Drafts report on ICT specifications, based on further refinement of needs assessment						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
22. Conducts Meetings with reference committee to present progress and seek feedback						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
23. Fills in gaps and makes other needed adjustments to draft documentation completed in week three, and conducts further validating documentation with government partners, including comparison of plans and documentation with international standards and approaches						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
24. Conducts meetings with reference committee to present changes to previous drafts and collect feedback						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
25. Develops a human resources development and training plan to introduce PPOA staff functions, required competencies, and ethics, as defined during the consultancy, to ensure sustainability.						

Description of Major Tasks and Activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
26. Drafts second interim report with refinements to all annexes						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
27. Completes human resources development plan						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
28. Engages in continuing consultations with government partners, including PPOA’s executive committee and Ministry representatives, as appropriate, to resolve any final issues						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
29. Puts all documentation in “camera-ready” format and arrange for reproductions as needed by USAID and the PPOA						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
30. Drafts Final report including all final documentation for organizational structure and ICT framework.						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
31. Refines, finalizes, and completes all requirements as appropriate, to resolve any final and outstanding issues;						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
32. Finalize all documentation in “camera-ready” format and arrange for reproductions as needed by USAID and the PPOA						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						
33. Completes final report including all final documentation for organizational structure and ICT framework.						
Manmohan Ruprai Mike Wanyoike Regina Mutoko						

Annex 6 - Scope of Work

The general scope of works for the six week assignment

- The Consultant is expected to in consultations with the PPD/PPOA design an institutional structure and an ICT framework for the PPOA that will enable it to efficiently perform its core functions. Specifically, the Consultant will be required to carry out, but not limited to, the tasks described below in order to achieve the objectives of the assignment:
- Considering the duties and responsibilities of the PPOA, prepare the final draft of an organizational structure (organogram) recommending; (i) a management structure commensurate with modern management techniques, (ii) job profiles and descriptions and any human resource competencies required based on experience with similar oversight institutions in the region and elsewhere and in accordance with provisions of the Public Procurement and Disposal Act, 2005.

Outputs and results

The outputs resulting from the activities under this assignment are listed below:

Further develop the final drafts of the internal documentation that the PPOA will need in order to be a well managed organization. These will include:

- (ix) Financial Rules and Regulations
- (x) Human Resources Policy
- (xi) Staff Rules and Regulations (including code of conduct and ethics)
- (xii) Procurement Rules and Regulations (e.g. internal procurement responsibilities of the PPOA itself)
- (xiii) Terms of reference for three committees (audit, finance and human resources) of the PPOA Advisory Board
- (xiv) Terms of reference of the PPOA management committees
- (xv) Employee Handbook
- (xvi) Any other documents that may be agreed to with the PPD

Develop appropriate draft Terms and Conditions of Service for the staff of PPOA

Provide appropriate technical advice on the ICT requirements of PPOA based on the following key areas:

- (i) Software requirements necessary to achieve all management and communication objectives
- (ii) Hardware requirements that can support the recommended system and workload
- (iii) Level of connectivity necessary to facilitate the work of the Authority
- (iv) Network capacities (bandwidth requirement, optimum serve capacity, etc.), both intranet and internet requirements that can support the system
- (v) A procurement and implementation strategy to ensure installation of the proposed system

The expected results are to have a designed functional procurement management system for PPOA to manage public procurement in accordance with the current legislation

The realization of results will require timely approvals, appointments and actions by all partners.

Indicators of achievement

The indicators to be used to measure progress are reports and draft documents prepared under the assignment are accepted and approved by USAID and PPOA and later adopted by PPOA for management, establishment and preparation of its detailed charter, job functions and responsibilities.