

**RECORDS OF THE FIFTH COMMONWEALTH PUBLIC PROCUREMENT NETWORK
(CPPN) TECHNICAL CONFERENCE**

6TH – 8TH DECEMBER 2010

SAFARI CONFERENCE CENTRE, WINDHOEK, NAMIBIA

The program kick started at 08H45, with the singing of the National and AU Anthem. The Master of Ceremonies, Mr. S Goagoseb welcoming everybody and assured the gathering, especially the visitors the maximum security that Namibia is enjoying. The conference got an honour of receiving musical performance from Ondunga Cultural group.

1. Welcoming remarks

This was delivered by Ms. Ericah Shafudah, Permanent Secretary of the Ministry of Finance and the Chairperson of the Tender Board of Namibia, who warmly welcome the delegates to the 5th CPPN conference, commenting on the timeliness of the conference as Namibia is currently in the process to amend its legislation in terms of procurement. She further urged the delegates to focus on real issues regarding procurement during the three days conference.

2. Message of Commonwealth Secretariat

Mrs. Marcel Holder Robinson, Acting Advisor, Public Expenditure Management Commonwealth Secretariat, greeted the conference on behalf of the Secretary General of the Commonwealth Secretariat, and colleagues in the Governance and institutional Development Division. In her remarks, she stated that the vision to have a network of public procurement practitioners and policy makers forum contributed to the implementation of better procurement systems and processes.

According to her, governments and development partners across the world have over the past decade placed premium on the significant role that public procurement plays in public expenditure management. With the help of the participants, the Secretariat has been able to chart its Public Sector Development mandate for public procurement in member countries.

She hoped that at the end of the conference, new ideas would be shared, leading practices within member countries highlighted, new initiatives borne and CPPN further established and recognised as a conduit for forging public procurement reforms in the Commonwealth.

3. Official Opening

The Deputy Minister of Finance, Honourable Calle Schlettwein, in his speech confirmed that Namibia is honoured to host the conference in light of the envisaged public procurement policy review and the subsequent legislation reform that Namibia have embarked upon. According to him, the system is in need for review because the present economic environment is different from the one prevalent when it was developed.

The core objectives of the reforms were to create a balance between better value for money and equitable distribution opportunities. According to the Deputy Minister, a successful procurement process has the following elements:

- Transparent and predictable
- Cost effective
- Accountability by the people responsible for procuring decision
- Consequences in the event of wrong doing

This will be achieved by containing costs, regular review of procurement models and approaches, whilst monitoring existing contracts, keeping records of activities and creating and maintaining a comprehensive database on all aspects of the procurement system.

He highlighted the key themes that ensure sustainable procurement outcomes as:

- Procurement mainstreaming
- Capacity development
- Benchmarking
- Monitoring and evaluation

The Deputy Minister concluded procurement regulatory bodies, central tender boards and all other structures for procurement, should keep pace with developments globally, as well as on nationally and regional level. The conference creates the platform for sharing new innovations, experiences, successes and failures from which Namibia can learn to make its road to reform smoother.

4. Presentation Session

4.1 Legislative Review- Tender Board of Namibia

The session was chaired by Dr P T Shipoh, Permanent Secretary of the Ministry of Youth, Sport, Art and culture.

Country Presentation from Namibia, presented by Mrs E Shafudah, Chairperson of the Tender Board of Namibia, highlighted that the rules governing the system of tendering in Namibia are laid down in 3 pieces of legislations, and that Tender Board of Namibia resort under the Ministry of Finance.

She highlighted the following aspects as some of the key features of the Public Procurement in Namibia:

- It is centralised
- Open bidding process
- Some exemptions from normal tender procedure
- Tenders are opened in public, prices and awards are published in local newspapers
- Application of a price preference policy to redress social and economic imbalances

4.1.1 Achievements

- Amendment to Code of Procedures to allow for contractors to cede their contracts income
- Set aside tenders for SMEs
- Training SMEs and Government Institutions on Public Procurement

4.1.2 Challenges

- Inadequate access to capital financing for SMEs
- Loopholes in the price preference policy
- Inadequate administrative capacity to manage procurement contracts
- Manual system in managing procurement data

4.1.3 Rationale for legislation amendments

- To promote local enterprise development – focus on SMEs and Previously Disadvantaged (especially youth and women)
- To bring all structures of Government together under the same principles
- To promote decentralisation of the procurement structures to local structures
- To promote stakeholders engagement
- To strengthen the administrative capacity

In conclusion, she emphasised that the government has realised the need for the Tender Board Act to be amended in order to address the challenges of socio-economic development in Namibia and she underscore the sentiments of the Deputy Minister of Finance of Namibia, that Namibia are willing to learn from the experiences of other countries

5. Country Presentation: Botswana

Mr Molfat, R Lubinda, Board Secretary and legal advisor PPADB brought this before the conference.

In his introduction, he highlighted the fact that PPADB is an autonomous organisation established through an Act of Parliament, reforming public procurement and asset disposal of central government.

5.1 Challenges

Appointed an EU consultant to:

- Work on Botswana's Procurement Policy and provide institutional advice
- Establish a Pilot Devolution Scheme to determine capacity, training and resources needed,
- Roll-out the devolution process nationwide

The findings of the consultant were that MTCs and Procurement Entities and DATCs do not operate to the business standards expected, that the general levels of procurement knowledge and procurement systems were poor and that they received insufficient support and training from PPADB.

In response to these findings, the National Procurement Training Master plan was developed to provide skills and knowledge to enhance efficiency and to developed training modules for the short, medium and long term

5.2 Initiatives

The PPADB strategic plan (2008 – 2013) has identified capacity building as an initiative to strengthen and improve the procurement process.

The aim of this initiative is to:

- Developed knowledge of public procurement
- Drive PPADB's mandate for accountability and the general bidding community
- Increase efficiency in the procurement process
- Improve competitiveness amongst others and to meet the gaps identified by the EU consultant and those identified by the board

The funding for the initiative was sourced from supply Chain Management System (SCMS) as part of the US President's Emergency Plan for Aids Relief (PEPFAR).

The support solicited was in the areas of finance and technical support needed in development of training modules, provision of training of trainers' courses to PPADB staff and provision of training on specialised skills on procurement audit.

5.2 Current status

So far twenty three (23) procurement modules have been developed for different target groups and twenty five (25) members of PPADB staff have received training on training of trainers. Ministries are pursued for setting up procurement units.

6. Country Presentation: Malawi

The presenter commented that the ODPP was established through an Act of parliament in 2003 to oversee, monitor and regulate all public procurement undertakings.

6.1 The key features of the PPA are:

- Decentralisation of procurement function leading to creation of SPUs and IPCs
- Establishment of an independent office to regulate public procurement called the ODPP
- Establishment of SPU to coordinate and conduct day to day procurement activities.

According to the presenter, the ODPP has many functions. This informed the establishment of three technical departments viz:

1. Regulatory, Advisory and Review
2. Monitoring and Enforcement; and
3. Professional Development

6.2 Strategies and tools:

- Linkage of procurement plans to the budget
- Development of an electronic procurement data base management system
- Regular annual procurement audits by independent external auditors
- Distribution of legal instruments on procurement
- SBDs have simplified drafting of specific bidding documents
- Intensify monitoring off all public institutions by regular review of procurement reports, demonstrate compliance with legal framework
- Building capacity - Bachelors degree, Masters degree and short courses
- Facilitating the establishment of the procurement Professional Body, MIPS
- Intensification of investigation of allegations on mis-procurement or malpractices by PEs
- Enforcement of decisions arising from both the monitoring and investigating activities
- Developed ethical standards
- Establishment of common services for public procurement cadre
- Develop measure to promote local production
- Engage stakeholders

The presenter highlighted the initiatives of ODPP in setting a system to record and keeping of data, using a website as tool to be more transparent and to promote communication.

6.3 Challenges

- Capacity constraints
- Failure by some stakeholders to align to national procurement systems
- Non-compliance
- Malpractices by suppliers

6.4 Way forward

He identified the following aspects as issues to be addressed in the future:

- Capacity building and enforcement of discipline
- Civic education to public institutions on importance of record keeping
- Introducing of electronic data capturing
- Adherence to PPA in order to curb malpractices
- Use of ICPs in institutions procurement

In addition to the formal presentation, the second presenter made remarks on SMEs specifically. Malawi wants to promote SMEs, especially for products produced locally, using preferential margins, setting certain contract aside, requesting for prompt payment to SMEs and requiring for a bid security declaration as appose to a bid security.

7. Stakeholder's engagement in Public Procurement – A Diagnostical Look at Practices within African States.

Dr Adeyemi A. Suleiman presented a paper on the above topic, which analysed various African countries procurement systems. The paper looked at the procurement systems and the roles and responsibilities of procurement departments.

8. Namibia's Current Public Procurement Practices: The Private Sector's Perspective.

Mr T Shaanika, CEO of Namibia Chamber of Commerce and Industry (NCCI) presented on "Namibia's Current Public Procurement Practices: The Private Sector's Perspective"

NCCI represent all the private businesses in Namibia. According to Mr Shaanika, the perspective of the private sector with reference to procurement in Namibia is that it is an important stimulant for economic growth. It depends on the policy of government and that the policy is perceived to be relatively good, transparent, creating confidence in the system.

It is however the perception of NCCI that a stronger policy is needed for local producers of goods and services. The NCCI wants government to procure as much as possible from local producers of goods and service. Foreign contractors provided competition on prices and quality and service delivery, but Namibia is a small market, affecting the local business man.

They made certain suggestions to amend policy to build local capacity, and that price should not be the main criteria when evaluating tenders. It is important to have local suppliers, as money will circulate in the country, and it has a bigger impact on the economy.

9. Country Presentation: Ghana

Mr J Ackotia, from the Public Procurement Authority (PPA) of Ghana brought the forward the presentation.

The Ghana Public Procurement system operates under the procurement law, promulgated in 2003.

The PPA is strictly an oversight body with the following key functions:

- Policy and regulatory machinery
- Training and capacity Building
- Oversight and monitoring
- Assist in Local Industries Development

9.1 Status of initiatives in 2009

- Categorisation of entities
- Self assessment by entities
- Minor and low value Procurement processes
- Internship programme – Programme by PPA and Millennium Development Authority (Mida), Impact assessment currently being carried out
- Capacity development programme for new government appointees

9.2 Ghana 2010 Initiatives

- Commencement of development of land for permanent Head Office for PPA
- Redesign of standard tender documents
- Kick-off of sustainable public procurement
- Development of procurement records keeping manual
- Commencement of preparation for e-procurement
- Plan to institutionalise procurement performance assessment training and certification
- Publication of e-bulletin
- Enhancement of price Database
- Capacity development of SMEs

In conclusion, some of the programmes outlined will at a later stage require amendment of the Procurement Act.

10. Follow-up Questions/Comments/Answers

Namibia:

Do n.t the local tenderers abuses exemption conditions, such price preference?

- ✓ There can be no space for abuse; the tender documents go through various stages, starting from the ministerial tender boards before reaching the National Tender Board, in order to ensure reasonableness and fairness.

Malawi:

- Who performs Procurement Audit?
- ✓ The responsibility of procurement audit is vested with the Auditor's General Office. Often Auditors are very cooperative and at time very willing to perform. However, further training is required for the procurement audit.
- How does Bid security works and to whose benefit?
- ✓ Aims at protecting local bidders and the serves to give guaranty to the procurement authority that indeed the bidders are serious and overall committed to deliver the procured service/product.

Botswana;

- What are the challenges faced with the registration of bidders and how does it help the procurement board?
- ✓ There are challenges facing the registration of bidders, but the authority working on IPMS at the moment. The registration process empowers the board to take actions against the bidders that fall foul of the law or misconducted. There is a cost recovery measure in the process by means of buying registration forms. Registration is renewable after every two years.

11. Presentation by Dr. Adeyemi

Welcomed and wish everybody well and thanked Namibia for bringing everybody together.

Network is becoming academic. Every profession that will move forward would need research. Procurement is indeed linked to knowledge.

11.1 Definition

Procurement is a process of acquiring quality good, works and related services in the most efficient way and at the most reasonable price

12. Follow-up Questions/Comments/Answers

Sierra Leone;

- Why a huge amount of registration fees for contractors in Sierra Leone?
- ✓ Fees paid are not for registration, but administrative fees. Registration is done with the ministry and the payment for such has been discouraged over time
- Capacity of SMEs
- ✓ Intra –countries skill transfer would help to curb the lack of capacity
- ✓ Partnership should be encouraged among (consortium policy) there other measures of

Namibia Chamber of Commerce and Industry (NCCI)

- Was there any survey carried out to determine why NCCI, companies are less competitive?
- ✓ A company with U.S 100 million per annum, is a bigger company in Namibia as opposed to the same situation in Brazil and China. Bigger companies come into the market to suffocate the SMEs. Access to fund and lack of grants are some of the challenges.

- Business communities, all over the world want the government to regulate them, what indications are there for the Namibian business communities to become self regulating?
- ✓ It is not very easy for any entity to regulate itself (just as it is not easy to inject yourself). But recently NCCI have established the code of conduct, of which the tenders are expected to obey.
- Are there other methods of tendering in Namibia, other than open tender?
- ✓ Open tender, is not only the system practiced in Namibia, for there are also preferential considerations that get to be effect.
- Are contractors in Namibia registered with NCCI?
- ✓ Multi-national corporations are registered with NCCI. Recently, a company responsible for the promotion of the Namibian products in the local and international market has so far been established. Equally, social responsibility is impressed upon the tenderers.
- What is NCCI doing about capacity content?
- ✓ The chamber has started giving tender workshops to tenderers through sub-contractors. This alone has its own challenges, such as lack of funds for the renderers to tender, over detailed tender documents and specifications that are hard to acquire.

Ghana:

- How is the Price Data base implemented and managed?
- ✓ Price Data Base is updated twice a year.
- Purpose of Procurement manual?
- ✓ To help the procurement practitioners with regards to reference whenever in doubts during the tenders' considerations.
- How is the government of Ghana avoiding the splitting of procurement among the government institutions
- ✓ This is a serious issue that need to be addressed, but can be done through sensitization. The policy targets mostly the corporate market, although this is not to exclusion of the small undertakers (entrepreneurers).

DAY 2: 7TH DECEMBER 2010

13. Challenges in the Namibian Construction Industry

This was presented by Ms. B. Kirchner. General Manager of the Construction Industries Federation of Namibia, who could not miss any of the following;

- Thanked the Tender Board Namibia for the chance to make a presentation and that implies serious stakeholdership.
- Construction can play a crucial role in socio-economic development
- Necessary to give construction required support, as this plays a role in job creation to both the skilled, semi-skilled and unskilled labourers.
- And Construction Industries contributes to fast economic growth

13.1 Successful Factors of Implementation of Development Budgets

Ms. Kirchner was fast to single out some of the successful factors required for implementation of the Development Budgets as appear below;

- Creation of employment
- Unlocking economic growth and human development
- Implementation within legal framework, so that no compromise of social fabric
- The construction industries to act as a multiplier and create linkages to other sectors
- Strategic involvement of SMEs and the empowerment of the previously disadvantaged
- Future oriented development of local skill and capacity
 - ✓ Speedy and effective implementation of projects
 - ✓ Optimal implementation of projects ensuring quality and durability
 - ✓ Efficient management of financial resources

13.2 Practical challenges faced by the construction industries

Government tender are continuously awarded to Chinese contractors whereas South African companies dominates construction in Namibia's mining sector. Namibian contractors cannot compete on prices

The industry is of the opinion that the foreign owned companies are consistently in defiance of local law relating to the construction industry.

In her conclusion, the chief of the construction industries federation stated that bona fide Namibia companies might not be in the position to bid the lowest but certainly would be committed to ensure that the Namibian construction sector is fulfilling its role in driving the economy to achieve fast and sustainable growth, human development and the creation of employment.

14. Managing Data for Results in the Public Sector

Mr. S. Van Staden, the Director from the Office of the Prime Minister of the Republic of Namibia, brought the presentation.

In his introduction, he stated that procurement data is a sum total of process data plus performance plus shared data plus other data.

According to him the key elements for a procurement process is strategic sourcing and transaction. The former focuses on, *inter alia*, the requirement definition, procurement strategies, budget, selection of suppliers, etc, whereas the latter focuses on placing orders, receiving goods/services, paying suppliers, etc.

Traditionally, procurement challenges are faced in the areas of:

- Policy, procedures and practices
- People
- Information System and Technology

The presenter further described the procurement need in terms of strategic focus and raised a number of questions. In addition, he remarked on topics such as Managing for result, Data quality and value proposition, Monitoring and evaluation as well as Data management.

He concluded by reiterating that accurate and reliable decisions and processes will depend on quality data and supporting ecosystem.

14.1 Some Follow-up Questions, Answers and Comments on Construction Industry

Namibian Construction Industry:

- When contracts are awarded to the Namibian contractors; is there guarantee for capacity to implement and finish projects on time?
- ✓ There is sufficient local capacity and there are continual efforts to build the same in Namibia.
- ✓ Joint ventures have also been encouraged within the construction industry
- Does the Tender Board Act make provision of tender exemption?
- ✓ The Act provides for exemption, such price preferential considerations.
- How can the tender documents of process be shortened/eased?
- ✓ The procurement authorities need not to complicate the tender documents so even lay men can tender.
- Is there any possibility to allow the opening of tender boxes at the time it closed?
- ✓ The opening of the tender boxes upon closure shall be encouraged for it promotes transparency and honesty.
- What remedies are there for the aggrieved bidders?
- ✓ These are provided by the Tender Board Act, hence is just a matter of implementation.
- ✓ Presently, disputes are dealt with by the High Court
- ✓ However, regards are held to the finding of alternatives, such as establishing small claims courts to avoid unnecessary costs.
- How inclusive is the construction industry
- ✓ Very inclusive and embark upon massive training aimed at skill transfers by means of conducting training and workshop.
- How does Namibia strike a balance between awarding tenders only to the local companies and the Foreign Direct Investment Policy?

Yes, the question boils down to the coordination of policy which is naturally a difficult thing. However, it does not make sense to have majority of the citizens unemployed, while the foreign company is bringing the labourers along into the country.

Data Management under Prime Minister's office;

- What are chances of Africa adopting E-procurement with regards to the complications that it comes with?
- ✓ E-procurement will enhance efficiency in the procurement
- ✓ People can easily buy tender documents
- ✓ Government can buy goods/services on behalf of the government so fast.etc.

Comments;

NB// There is a need to revisit the threshold (conditions) for the bidding and closing time of bidding or tender. Why should a company be excluded from tendering, even when it is the lowest offer, simply because it has not submitted a copy of certificate of good standing? The most of the time, tender boards are in the same building with revenue collection department; why not just obtaining the outstanding document(s) from thereon and allow the concerned company to be considered for tender? Systems must be inter-connected to smoothen the tender processes.

- Courts should rather be the last resorts, but not a platform of first instance in the procurement process. Countries better have procurement review panel.
- Government should give guidelines, that tender boxes should be opened immediately after the closing time.
- Post qualification assessment can save government of money, because it allows verification of documents that may be absent during the preliminary qualification.

15. Enabling Sustainable Progress through Partnership

The conference had the honour of listening to the presentation on the Development Bank of Namibia (DBN)'s contribution to SME's growth by Mr. David Nuyoma, Chief Executive Officer, of the Development Bank of Namibia.

15.1 Background of DBN

- Established by an Act of Parliament (Act 8 of 2002)
- DBN is owned by the government

15.2 Bridging Finance

Finance has always been a challenge to entrepreneurs who secured contracts, hence a development of an instrument in the form of bridging finance that:

- Provide finance to enable SMEs to fulfil tender contracts
- Help unlock tender bodies' potential to stimulate economic growth
- Allows contractors to participate through Purchase power
- Relax the collateral requirements to improve SME's access to finance
- Use tender income as a form of collateral
- Repayment in accordance with the tender payment structure
- Partnership arrangement with tendering agents

15.3 Track record of bridging finance

- Since 2006, N\$ 205 million has so far given to carry out contracts worth N\$ 1.1 billions
- Job creation and skill transfer are major advantage in the tender system
- Implementation of contracts in road and infrastructure proven to have far reaching economic benefit to local communities.

15.4 Requirements of bridging finance

- Valid contracts
- Possession of relevant skills to implement contract
- Timely payment by the employer via the bank

Mr. Nuyoma concluded by acknowledging that the Road Authority was the first willing partner in rendering support to the bridging finance scheme.

16. Stakeholders' engagement – Merits of a progressional approach (Ministry of Works and Transport)

This presentation was brought forward by the Ministry of Works and Transport of the Republic of Namibia through its Director: Capital Project Management, Ms. Maria Iyambo.

The director started off by spelling out the role of her ministry as being, among others, responsible as an implementation agency on behalf of the other ministries. The ministry is responsible for the following procurement services:

- Central Government Store
- Government Garage – provision and maintenance of government vehicles
- Infrastructural maintenance: annual tender
- Fixed asset management: purchasing, disposal and leasing of property tender
- Capital Project, such as Railway and building construction, etc.

The ministry does all the above by way of monitoring the planning, the design and the specification.

16.1 State Owned Enterprises

According to Ms. Iyambo, all State Owned Enterprises have their own procurement policies and regulations which they adhere to, hence they do not bring their tenders to be adjudicated and awarded by the Tender Board of Namibia.

17. Management of Data for Results: Case Study of Sierra Leone

This was presented by Dr. Yemi Suleiman, the Commonwealth Technical Expert and Acting Chief Executive of NPPA of Sierra Leone.

In his introductory remarks, he defined data as a collection of information which can be used in guiding the process of decision making. He further stated that with well managed data, the destination is certain.

17.1 Sierra Leone Scenario

- There is National Public Procurement Authority (NPPA), which was established by Act of Parliament in 2005.
- A complementary body called Independent Procurement Review Panel (IPRP) was established in the same year to handle disputes emanating from the adjudication and awards of tenders.
- Notable number of cases has been so far brought before IPRP, some of which have been decided and few awaiting for adjudication.

- The data collected from these cases were analysed and processed and informed decision making.

In conclusion, Dr. Suleiman highlighted the importance of trainings in various aspects of procurement process, such as:

- Training for procurement practitioners
- Intensive training on project management
- Attention must be paid to the selection of contractors

18. Follow-up Questions/Comments/Answers

Development Bank of Namibia;

- What is the interest rate given to the bridging finance
- ✓ Bridging Finance is high risk category
- ✓ Collateral usually guaranteed in exchange for funds not secured,
- ✓ The interest is usually given at the prime rate, except where a comfortable relationship is enjoyed (long time based relationship).
- Does the bank waiver the payment of interest by the borrower, in an event of delayed payment?
- ✓ Each case is considered uniquely on its own merits, in order for the bank to decide what position to take.
- How long does the approval of bridging finance take?
- ✓ It all depends on how well and fast the applicant(s) submit the required documents.
- How does the bank ensure timely payment by the employer? Does this not cause delay in the implementation of the tender?
- ✓ The Bank is in a consistent contact with most of the employers
- ✓ The payment comes through DBN
- How does the bank deal with the possibility of spending money unnecessarily
- ✓ The payment or release of the money is made when progress of the tender implementation is realized and on quarterly basis.
- ✓ The payment depends from contract to contract
- ✓ Once the payment comes into the bank, the bank takes its share.
- What remedies are there for the bank in the event of defaulting by contractors

- ✓ Always hoping one does not do so, hence the importance of mentoring. However, legal recourse is also there.
- ✓ If push come to push, assets financed may be repossessed by the bank

Stakeholders' engagement (MWT):

- How is there level of environment assessment, in implementation of tenders?
- ✓ Usually, environment assessment is covered during the feasibility study, preceding the implementation of the envisaged tender project.
- Is there no duplication of efforts when there are so many institutions, involved in the procurement process?
- ✓ Various institution, particularly the SOE, have their own tender committees, which deal with procurement matters. They do not necessarily come to the central tender committee.
- ✓ Less bureaucratic

Sierra Leone Scenario:

- Is it possible to stop bidders from going to courts
- ✓ The stoppage of this would depend on the exhibition of transparency, fairness and openness in the administrative procurement process.
- ✓ Courts must not be the instances of first appearances
- Who appoints the Independent Procurement Review Panel?
- ✓ Appointed by the Minister of Finance
- ✓ Consists of three members, chair must be a lawyer and other two with knowledge of public procurement process.
- ✓ Its operation is linked to the Anti-corruption commission

19. Nigeria's presentation: Reviewing Procurement Practices Stakeholder Engagement and Managing Data for Results.

Mr. Emeka M. Ezeh, Director-General: Bureau of Republic Procurement (BPP) Nigeria, brought the presentation under which he noted how serious fraud and corruption in general, are imparting retrogression in the procurement process of the Republic of Nigeria. These forms of crimes pose

serious threat to the ability of the state and related organization to achieve their potential procurement objectives.

According to Mr. Emeka, fraud and corruption in Nigeria often take place during the following phases:

- Needs assessment
- Design and Specifications
- Scoping of works
- Tendering and contractor selection
- Contract award
- Project execution
- Claims and Dispute Resolution
- Installation and commissioning
- Operations and maintenance
- Disposal of assets

The presenter further underlined some of the factors that contribute to corruption in the tender processes:

- **Size of the tender** (the bigger the tender, more money and the more reason to demand bribes)
- **Mystification** – projects that are technologically complicated attract more corruption.
- **Discretion** – too much of the discretionary power subject to abuse.

The conference, as a result of the presentation in discussion, had the privilege of being informed of the damages that projects owners (tender grantors) suffer subsequent to corruption and fraud.

In his conclusion, Mr. Emeka suggested the following as the alternatives in fighting corruption within procurement processes:

- Conducting Independent assessment over the process
- Open tenders
- Determining the contract terms
- Transparency
- Public/monitored bid opening
- Adequate notice
- Promptness

- Confidentiality of Bid Documents
- Anti-Corruption clause
- Due diligence
- Database of Evaluators
- Reporting of corruption
- Compliance monitoring
- Debarment process

Finally, he ended by stressing that keeping or creation of friendship must not be based on wrongdoing.

20. Reviewing country procurement practices, stakeholder engagement and managing of data for results (Uganda)

The country presentation from Uganda was on “Reviewing Country Procurement Practices, Stakeholders engagement and Managing Data for Results: Case of Uganda, by Mr. M. Tumutegyeize, Director of Training and Capacity Building, Public Procurement and Disposal of Public Assets Authority (PPDA).

Mr. Tumutegyeize highlighted the legal framework and the procurement procedures in his introductory remarks. According to him, procurement practices in Uganda consist of:

- Procurement structures which should adhere to the principle of segregation and independence of functions and powers.
- Procurement and disposal planning
- Soliciting and Bidding Procedures
- Evaluation Procedures
- Contract Award and Management
- Reporting Requirements
- Records Management

Uganda has a number of government stakeholders consisting of over 200 PDES both at central and local government levels.

20.1 Managing Data for Results

PPDA collects data that helps in measuring the performance of procuring and disposing entities. The data is collected by use of the following tools:|

- Procurement Audit
- Contract Audit
- Capacity building
- Compliance Check
- Monthly/Quarterly Reporting
- Follow ups
- Procurement Performance Measurement System (PPMS)

PPDA conducts Compliance Monitoring of which the scope is:

- Procurement structures
- Procurement planning
- Record keeping
- Solicitation document
- Bidding procedures
- Evaluation procedures
- Contract placement, award and management
- Reporting requirements
- Performance of contract committee
- Value for money
- Procurement and disposal planning
- Follow up on implementation of recommendations

The presenter highlighted some challenges of data collection in PDES and he further remarked on the Development Procurement Performance Measurement System by PPDA.

Objectives of the PMMS are to:

- Measure outputs/results of the procurement reforms

- Generate baseline data on the key procurement performance areas
- Enable stakeholders to gain clear focus on where procurement needs improvement
- Allow methodology for data collection
- Allow Value of money
- Allow results to be used internally to entities as management tools for the decision making.
- Inform policy and measure performance

The key performance indication under PPMS

- Value for money
- Transparency and Efficiency
- Competition
- Transparency and Fairness
- Transparency and Accountability

The presenter than talked about the challenges in the implementation of the PPMS and the lessons learnt in the implementation of the same. He concluded by mapping the way forward.

21. Follow-up Questions/Comments/Answers

- What are the challenges faced in the fight of corruption in the tendering process
- What kind of training given to the civil societies for them to start cooperating with the government.

Day 3: 08 December 2010

22. Decentralization of Procurement System: Namibia

Ms. Regina Ndopu-Lubinda, Director of Decentralization in the Ministry of Regional and Local Government, Housing and Rural Development of the Republic of Namibia made the presentation. She stressed vigorously that the importance of a decentralized procurement is to bring the

procurement functions closer to the final users, in the promotion of economic development. She outlined the steps that procurement process follows in Namibia, before listing the legal instruments that give decentralization mandate to various institutions in the country, namely:

- Regional and Local Authority Act of 1992
- Decentralization Act of 1992
- Tender Board Act of 1996
- Procurement Manual
- Guiding Principles and policy Guidelines for the Public-Private Partnership Projects

The presenter confidently stated that, in terms of the Namibian Tender Board Act, the procurement through tendering is compulsory for procurement of works supplies and services exceeding the threshold amount stipulated by the same Act, whereas for amount below the same benchmark is procured through invitation of a minimal of three quotations.

In spelling out challenges faced by the Namibian procurement system, Ms. Ndopu-Lubinda, could land at the following:

- Lack of capacity by local companies to tender for diverse services
- Lack of technical capacities at the Regional and Local authority levels to render effectiveness
- Lack of financial capacity among SMEs

She concluded by emphasising that a mixed up system of decentralization and centralization elements may do for Namibia's procurement approach.

23. Follow-up Questions/Comments/Answers

- With procurement centralized at national level, but decentralized at regional level, how are two reconciled?
- ✓ Is it only maintenance being done at regional level or construction as well?
- ✓ Construction is still centralized, but maintenance is decentralized.
- How is the coordination of procurement in the decentralization process?
- ✓ Systems need to talk to each other.

NB// Collaborative Procurement may be the way forward for Namibia

Need for regulatory body, so that tender board and councils do not regulate themselves.

24. Way Forward

24.1 Advancing the CPPN Agenda

The delegates initiated discussions on key areas for advancing the CPPN agenda. The areas related to commitments expressed in *Statements of previous Conferences including the 2010 Tonga and Castries Statements*. The delegates presented proposals on the way forward with particular focus on the following topics:

- **Structural/Institutional Arrangement for CPPN**
- **Recommended Model for CPPN**
- **Proposed Strategies for Building Partnerships with Other Agencies**
- **Proposed Strategy for Communicating within the Network**

Delegates appointed an Interim Working Group (IWG), comprising of:

Ms. Ericah B Shafudah	Chairperson-Namibia
Mrs. Marcel Holder Robinson	Advisor-COMSEC
Mr. Ismael Joseph	Member-Botswana
Ms. Cheryl Mathurin	Member-St Lucia
Mr. Jerry S. Ackotia	Member- Ghana
Ms. Talanaivini Ofa-Ki-Moana-Vea	Member-Tonga
Mr. Anund Mudhoo	Member-Mauritius
Dr. Adeyemi A. Suleiman	Member-Sierra Leone

The Group is to review the proposals and develop an overall strategy for CPPN. The IWG will serve as the coordinating group during this period of transition. The Group will identify its activities based on 4 (Four) above mentioned Topics and distribute its Work Plan to the delegates for input. Furthermore, the Group shall meet prior to the next Conference to assess progress and prepare interim reports on the identified activities leading up to the next conference where a formal report will be submitted.

Group Presentations containing proposals for further development by CPPN delegates are reflected as Appendix 1-4 and delegates were invited to provide their comments to the IWG by the end of January 2011.

24.2 Support from Commonwealth Secretariat

Delegates acknowledged the commitment of the Commonwealth Secretariat to the CPPN and emphasised the importance of and need for the Secretariat's continued support and guidance.

24.3 Chairmanship of CPPN

The current arrangement within CCPN is that the Host country becomes the Chair for a period of one year. In this case Namibia being the Host of 2010 CPPN Conference became the incoming Chair taking over from Botswana who had the chairmanship from 2009 to 2010. Mauritius will host the next CPPN Conference and as such will take over the Chairmanship from Namibia in 2011.

24.4 Theme and Venue of the 2011 Technical Conference

Delegates proposed five themes for the 2011 Technical Conference to be held in Mauritius. The themes are:

- Working Together Towards Integration
- Partnering for Building Capacities for Public Procurement
- Public Procurement Initiatives for Sustainable Development
- Transformation of CPPN: The Need for Partnership
- Building Effective Systems for Contract Management

The Interim Working Group was commissioned to review the proposed themes and determine the theme for the 2011 Technical Conference.

24.5 Proposed Venue of the 2012 Technical Conference

Nigeria has been nominated to host the 2012 Technical Conference.

Appendix 1

Structural/Institutional Arrangement for CPPN

AT THE HIGH LEVEL (STRUCTURAL ARRANGEMENT)

1. WHAT IS THE COMMONWEALTH PUBLIC PROCUREMENT NETWORK

- An organisation of the Commonwealth
- Body bringing Public Procurement Practitioners together through a network

Commonwealth Public Procurement Network is a network of public practitioners.

2. WHO IS THE COMMONWEALTH

Members of the 54 independent states working together with a common interest (development, democracy and peace)

- ✓ The Americas – (Belize, Canada) 2
- ✓ The Caribbean – (Antigua and Barbuda, The Bahamas, Barbados, Dominica, Grenada, Guyana, Jamaica, St Vincent and the Grenadines, St Kitts, St Lucia, Trinidad and Tobago) 11
- ✓ Europe – United Kingdom, Malta, Cyprus -3
- ✓ Africa – (Botswana, Cameroon, The Gambia, Ghana, Kenya, Nigeria, Namibia, Mozambique, Mauritius, Lesotho, Malawi, South Africa, Sierra Leone, Seychelles, Rwanda, Swaziland, Uganda, United Republic of Tanzania, Zambia) 19
- ✓ Asia – (Bangladesh, Brunei Darussalam, India, Pakistan, Malaysia, Sri Lanka, Singapore) 7
- ✓ The Pacific –(Australia, Fiji Islands, Papua New Guinea, New Zealand, Nauru, Maldives, Solomon Islands, Samoa, Tonga, Tuvalu, Vanuatu , Kiribati) 13

3. AIM OF THE NETWORK

- To promote, strengthen and facilitate information and solutions exchanges of solutions oriented to develop, spread and implement best practices in public procurement
- Enhance learning
- Strengthen the network of procurement
- Expansion of the network
- To serve as a body for certification...professionalization

4. MEMBERSHIP TO THE NETWORK

- The Network should/ may comprise representation from the 54 member countries.
- Representatives should be procurement regulatory authorities, Central Tender Boards, Procurement Board Members and Senior Procurement Officers; therefore members should be from the highest ranking national governmental institutions that are technically responsible to regulate, manage and modernize public procurement.
- Members may delegate other senior officials to represent them. Such a composition would allow for decision making, buying in and lobbying of resources for advancement of the CPPN implementation of activities within member states.

5. CURRENT PRACTICE – PRINCIPLES (BASED ON STATEMENTS AND OPERATIONS OF THE COMSEC)

OPERATIONS OF THE COMSEC:

- Each member country has a single designated primary contact point nominated by the Government
- POCs are officials in ministries of member countries with whom the Secretariat officers liaise
- Multilateral agencies that work with Member States also work with the ComSec.

POSITIONS BASED ON STATEMENTS:

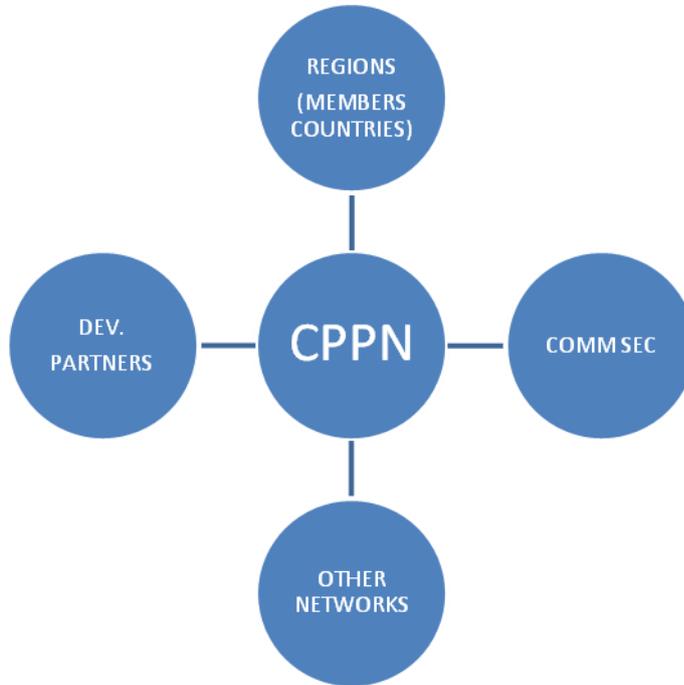
- POC - At the highest level national governmental institutions that are technically responsible to regulate, manage and modernize public procurement. (decision making)
- Top government executives (members should be allowed to delegate representative or another person from its team to attend meetings).
- CHAIRMAN – HOST COUNTRY
- REGIONAL COORDINATORS (CARIBBEAN AND PACIFIC)
- COORDINATORS AT NATIONAL LEVEL (COUNTRY COORDINATORS)

6. OTHER POSITIONS TO BE CONSIDERED:

- Executive Committee – prepare annual work plans (activities and resources)
- Representatives of Support institutions.
- Technical Secretariat
- Trustees

7. PROPOSED STRUCTURE

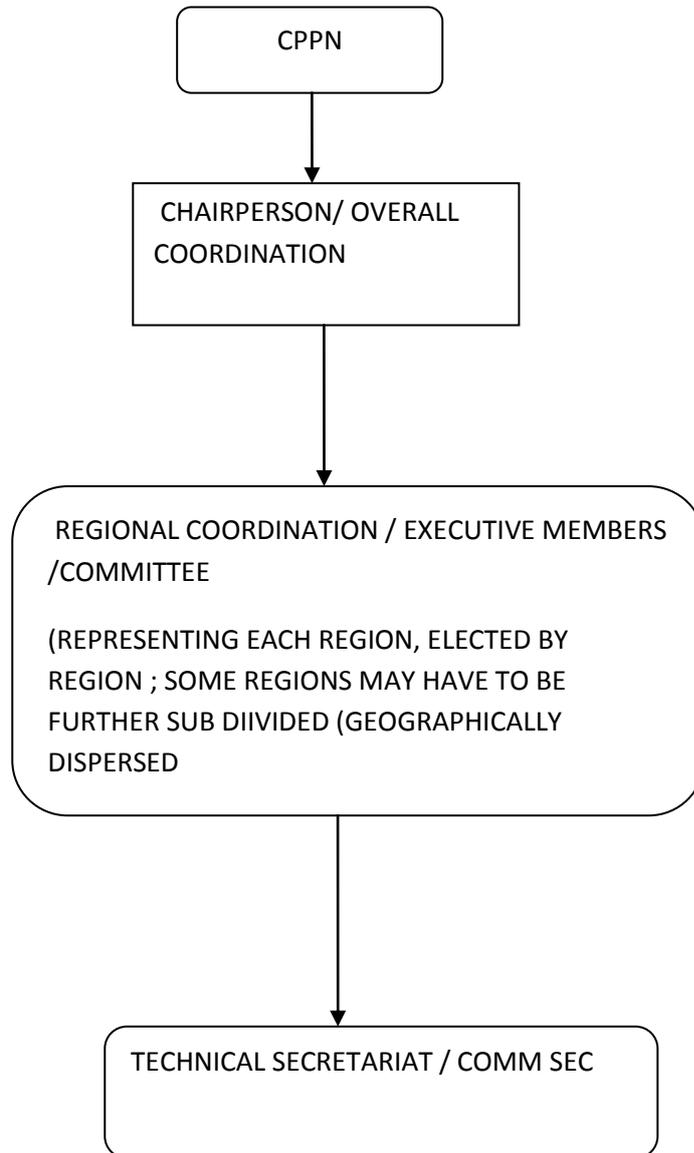
STRUCTURE FOR INTEGRATION



The proposed organisation and Structure should enable decision-making, implementation and the advancement of CPPN activities as outlined by its members the network of practitioners. Therefore, persons nominated / elected should be committed to the advancement of the network

GOVERNING BODY

OPERATIONAL (MANAGEMENT) BODY



The proposed organisation and Structure should enable decision-making, implementation and the advancement of CPPN activities as outlined by its members the network of practitioners. Therefore, persons nominated / elected should be committed to the advancement of the network

8. POSITIONS, ROLES AND RESPONSIBILITIES FOR GOVERNANCE

✓ Chairman, tenure, appointment, termination

The Chairman will be the host country to serve for a one year period. The Chairman will be identified during the Annual Conference among all the members of the Network. All country representatives are eligible to be Chair.

- Arrange and coordinate meetings of the Executive Committee and the Annual Conference
- Represent the CPPN
- Coordinate the support of the Technical Secretariat for resource management and access to international cooperation.
- Lead the execution of activities co signed in the Annual Country Statement and any other activity required for the consolidation and development of the Network.
- Request technical and administrative support from the Technical Secretariat of the Network when considered necessary to ensure good functioning.

✓ Technical Secretariat / Commonwealth Secretariat as Trustee

- Support the work of the Executive Committee in the design and implementation of the Annual Work Plan / Country Statements and follow up and evaluate its activities.
- Collaborate with the Executive Committee in the identification of opportunities for cooperation with international development institutions.
- Assist the Executive Committee in the identification and management of resources of international cooperation.
- Participate in the meetings of the Executive Committee and facilitate preparation and circulation of Statements, reports etc.
- Design and implement specific projects according to the guidelines of the Annual Conference and the Executive Committee, particularly those oriented to strengthening cooperation among the member institutions of the network
- Collaborate with the Executive Committee and the Chair in the filing and preservation of historic documents and files relevant to the institutional memory of the network
- Organize the meetings and other activities defined by the Network.

- Coordinate the institutional communications of the Network with its members, donors, financing institutions and other entities that have operational affairs with the Network.
- Work with the Executive Committee on the design of an interactive website; manage the website of the Network using it as a supporting tool for the implementation of the Annual Work Plan.
- Maintain active relationships with organizations with similar objectives such as trade associations, multilateral banks, civil society organizations and other procurement networks
- Serve as liaison and secretariat to the network
- Certification of practitioners
- Allow for frequent review of procurement strategies across regions (reform is a continuous process there is a need for monitoring, review and evaluation)

✓ OBSERVERS / SUPPORT AGENCIES

- Multilateral organisations with similar objectives as the CPPN for example, OAS IGPN, CARICOM, OECS, WORLD Bank, IADP, and UNDP may be invited to participate in various meetings as observers of the CPPN.
- The observer organizations will be able to participate but are not involved in decision making.
- Multilateral organizations currently executing Programs to support Government Procurement Development in the Commonwealth would also be invited.

The Chairman, in agreement with the Executive Committee, may invite to the Committee multilateral organizations currently executing Programs to support Government Procurement Development in the Commonwealth. These organizations will cooperate with the Technical Secretariat and comply with the basic rules / procedures/ operations of the CPPN.

✓ The Executive Committee / Working Committee

This committee would be responsible for execution of the decisions made at the Annual Conference and to implement the Annual Work Plan.

The Executive Committee would have membership from the six member institutions of the Network, nominated at the Annual Conference. There is a geographic criterion for its integration; hence there is one representative for each of the following regions:

- ✓ Region 1: Africa
- ✓ Region 2: America (Belize and Canada)
- ✓ Region 3: Asia
- ✓ Region 4: Caribbean
- ✓ Region 5: Europe
- ✓ Region 6 : Pacific

- ✓ Representatives of guest institutions (i.e. donor agencies, multilateral institutions, among others).
- Each member of the Executive Committee will be elected for one year and may be re-elected for an additional one year.
- During the Annual Conference a time will be scheduled in the agenda so that each geographic area may choose its representative in the Executive Committee.
- In case that a Region does not present a candidate, its place in the Committee will be occupied by a representative chosen by the Network under a free criterion.
- Develop technical, budget and logistic aspects of the Annual Conference in coordination with the Technical Secretariat and the host country.
- Develop technical, budget and logistic aspects for implementation of activities outlined in the Statement
- Update the members directory, each year
- Receive information, documents, financial reports, recommendations and annexes that support the achievements of previous Committees.
- Prepare an Annual Work Plan that will form the basis of the Work plan and submit it for the approval of the Annual Conference.
- Coordinate and support the implementation of the Annual Work Plan approved by the Annual Conference.
- Coordinate with donors and multilateral institutions the implementations of projects and activities that support the Network's objectives.
- Work with the Chair and the Technical Secretariat in developing appropriate strategies and actions to access resources by the Network and its members.

9. SHOULD THERE BE REGIONAL CONFERENCES (purpose, timing)

For Coordination of region specific activities

10. WHAT IS THE PURPOSE OF THE ANNUAL CONFERENCE

Consolidate discussions / statement at the regional conferences

To facilitate highest decision-making at the highest level of the CPPN and would be attended by top government executives of the member institutions from the countries that comprise the Network.

Members are allowed to delegate the a representative to attend the meeting

The annual conference will serve as a forum of dialogue among its members with the objective of analyzing advances in the region in the area of public procurement, as well as the strategic issues that support its development in the member states

Identify a Chairman and an Executive Committee for the Network when required and according to the Network's operating procedures

Discuss and approve the Annual Work Plan proposed by the Executive Committee, including its activities and the necessary resources to undertake them.

Analyze and approve the annual report submitted by the Executive Committee on the execution of the Annual Work Plan

Define the appropriate actions to leverage funds from national, bilateral and multilateral sources to adequately comply with the activities and objectives stated in the Annual Work Plan.

ROLE OF COUNTRY COORDINATOR

Coordinate activities at the country to ensure an integrated approach (Trade etc)

ROLE of REGIONAL COORDINATOR

Coordinate activities at the regional level

Appendix 2

Structural Arrangement: Proposed Model for CPPN

A MODEL FOR CPPN (for discussion)

The CPPN is: A Voluntary non-profit Professional Organisation of Procurement Regulators, Policy makers and Professionals representing Member Countries. The CPPN must have strategic direction.

MAIN FUNCTIONS:

Networking and sharing of country experiences (peer-learning).
Influencing improvement drive in Commonwealth Procurement Systems

Assume a Legal Status; for recognition.

Trustees

Commonwealth Secretariat and
UNDP Procurement Capacity Development Centre
Other Development Partners
Chairman of CPPN
Country Representatives

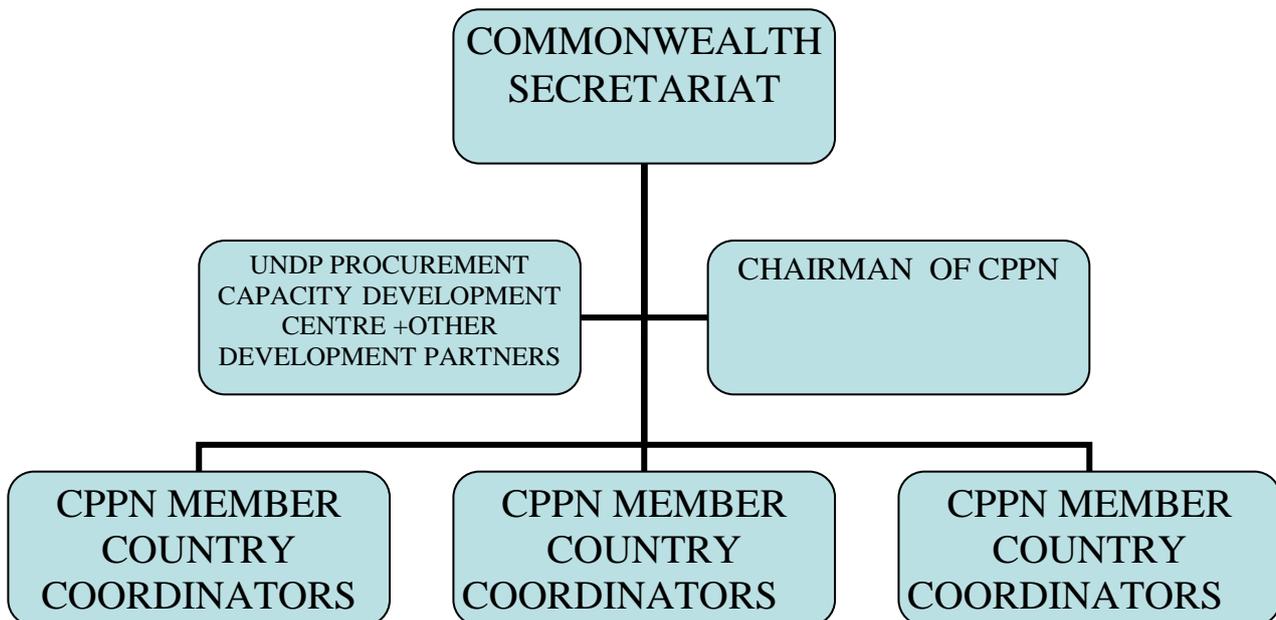
Chairman of CPPN (Host Country)

Corresponds with Commonwealth Secretariat to plan and organise events and to help ensure that decisions from previous Forums are carried out.

Member Country Coordinators:

Main contact point with CPPN and Chairman to ensure FORUM decisions are carried out

NATURE OF MODEL



Commonwealth Secretariat should register the CPPN as a recognised organisation in the Commonwealth (Secretariat?).

CPPN Forum:

The main decision and policy making body for CPPN.

CPPN should have a Constitution (or Regulations?)

CPPN should be legally registered (or incorporated as a corporate body limited by guaranty?) in Member Countries.

Funding:

In the short term, Commonwealth Secretariat will continue funding as it is currently. Also, if a Secretariat is established, Com-Sec will be required to fund the Secretariat in the short term.

- In the medium to long term, the CPPN members should be able to fund its activities from own resources. Countries may thus be called upon to fund their participation in the CPPN programmes, with subsidies from Com-Sec. In case the forum decides to maintain a secretariat, member countries would be called upon to contribute towards its running in the long-term.

- **The Commonwealth Secretariat should continue to give general guidance to the CPPN, AND HOST ITS HEADQUARTERS.**

OBJECTIVE	STRATEGIES	OUTPUT	ACTIONS	ACTION BY
To be a vibrant recognised voluntary non-profit professional organisation of procurement practitioners, regulators, and policy makers; Membership by country representation	<p>Give legal status to CPPN in the Commonwealth Secretariat and within the C'wealth countries.</p> <p>Seek strategic involvement of Development Partners in CPPN governance.</p>	A Model for CPPN	<p>Committee to draft</p> <p>a) A constitution / By-laws by April 2011.</p> <p>b) A 5-year Strategic Plan for CPPN by Sept 2011.</p> <p>Ratify Constitution and Strategic Plan at CPPN Forum Nov 2011.</p> <p>Appoint Country Representatives by December 2011.</p> <p>Legalise CPPN in Member Countries by February 2012.</p>	<p>Com-Sec + Interim Working Committee.</p> <p>CPPN Forum + Member Countries</p> <p>CPPN Forum + Member Countries.</p> <p>Country Representatives</p>

Appendix 3

Proposed Strategies for Building Partnership with Other Agencies

Purpose of partnerships

- ▶ To establish ‘greater synergies in public procurement’.

CPPN structure

- ▶ All Commonwealth member states are eligible CPPN members
- ▶ A platform of national procurement agencies or authorities within the Commonwealth for sharing, networking and benchmarking emerging practices and innovation in public procurement management and regulation
- ▶ CPPN is supported by ComSec GIDD
- ▶ CPPN is desirous of becoming a professional body

Structure recommendation

- ▶ There is need for a governing body and specific functional office at ComSec to drive the implementation of a comprehensive strategy

What are strategic partnerships/alliances?

- ▶ Strategic and not tactical in intent but once conceived integrates the organisations at strategic, tactical, operational, interpersonal and cultural levels
- ▶ Focus on long term goals and significant economic benefits
- ▶ Strong linkages among partners emphasising cooperation and collaboration
- ▶ Receive support at the highest level of the organisations

CPPN strategy for partnership

- ▶ Part of a comprehensive overarching strategy for the CPPN
- ▶ Goals and objectives for partnerships
- ▶ There is need for a specific forum to craft the CPPN comprehensive strategy

Motivations for partnering

- ▶ Formal structure to develop collaborative relationship
- ▶ Take advantage of opportunities for joint development of innovative approaches
- ▶ Share investment support for initiatives
- ▶ Consolidate past jointly developed initiatives
- ▶ Better leverage resources of both parties to satisfy our objectives

Steps to avoid problems

- ▶ *Strategy development*
 - Clear sense of strategic direction and priorities
 - Set goals
 - Identify partnership priorities
- ▶ *Partner assessment*
 - Establish list of likely partners
 - Strengths and weaknesses of each
 - Identify partner objectives aligned to CPPN priorities
- ▶ *Partnership agreement negotiation*
 - Reach consensus on achieving and measuring success
- ▶ *Implementation and control*
 - Structure and process
 - Formal and informal communication channels and interfaces

What CPPN needs to understand?

- ▶ Strategic resources to attract a prospective partner
 - Resources framed in a way that makes sense and are value adding to the other party
- ▶ Shared visions and shared risks
 - Partnership not philanthropy
 - Investment not giving
- ▶ Reality on the ground – diversity of member states, governing laws, etc
- ▶ Benefits should be understood at country level
- ▶ Ownership, resource, communication (intra and inter) to sustain the partnerships
- ▶ Being realistic and not being overly optimistic

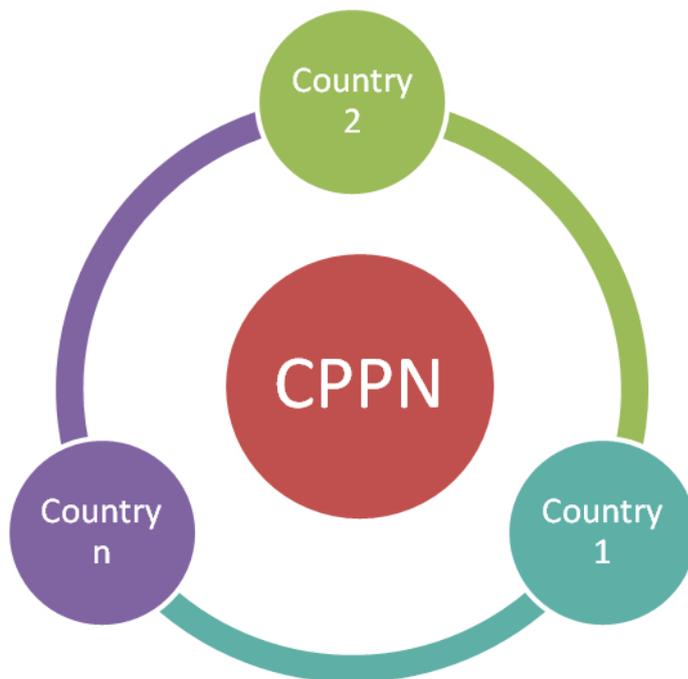
CPPN partnership models

- ▶ Agency level
- ▶ Country level
- ▶ Sub-Regional and Regional levels
 - Africa, Europe, Asia, Pacific, Americas, Caribbean, etc
 - Regional economic blocks do not isolate Commonwealth states to fit into the structure of the CPPN
- ▶ ComSec level?
- ▶ Integrated model

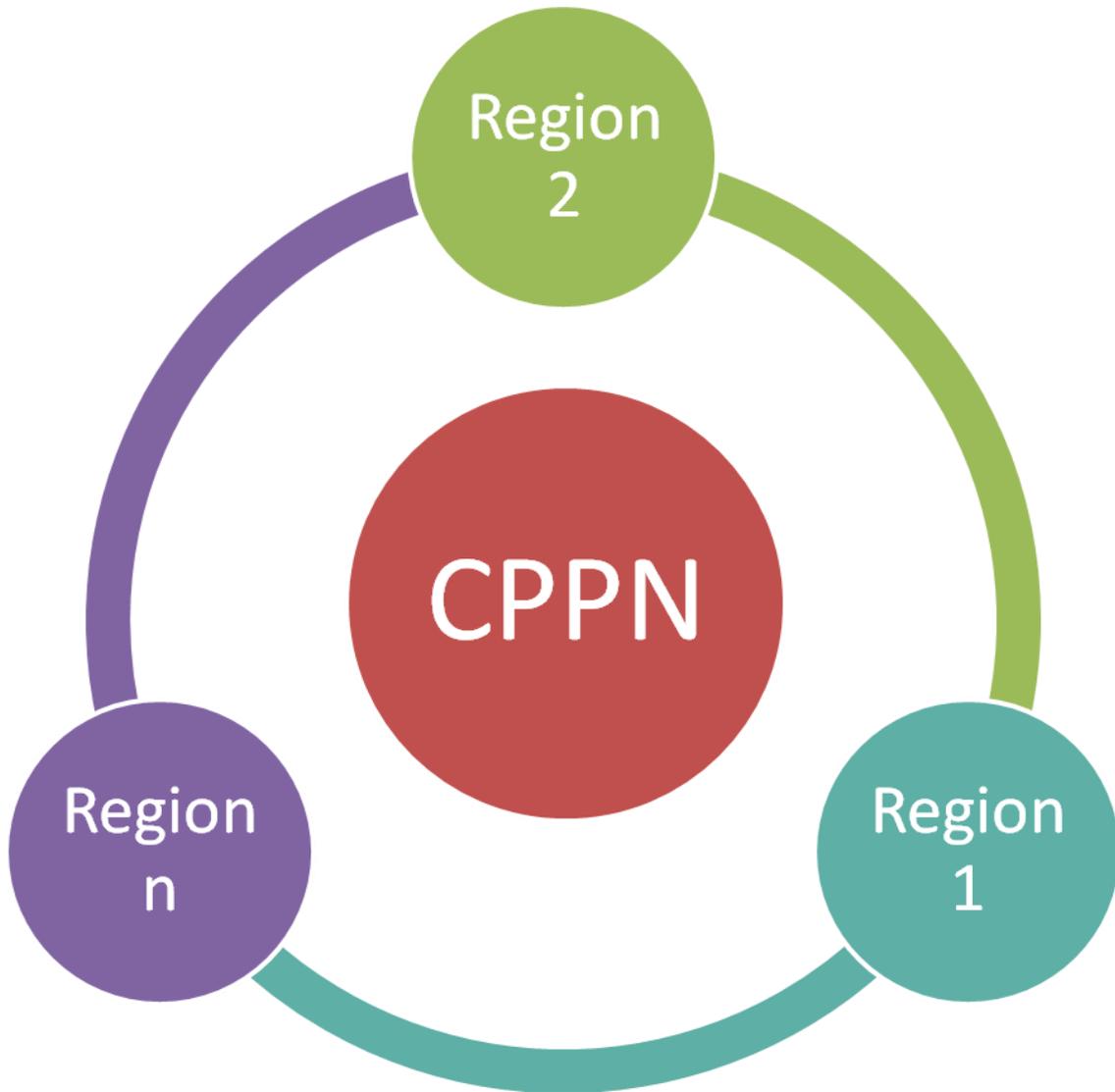
Agency level



Country level



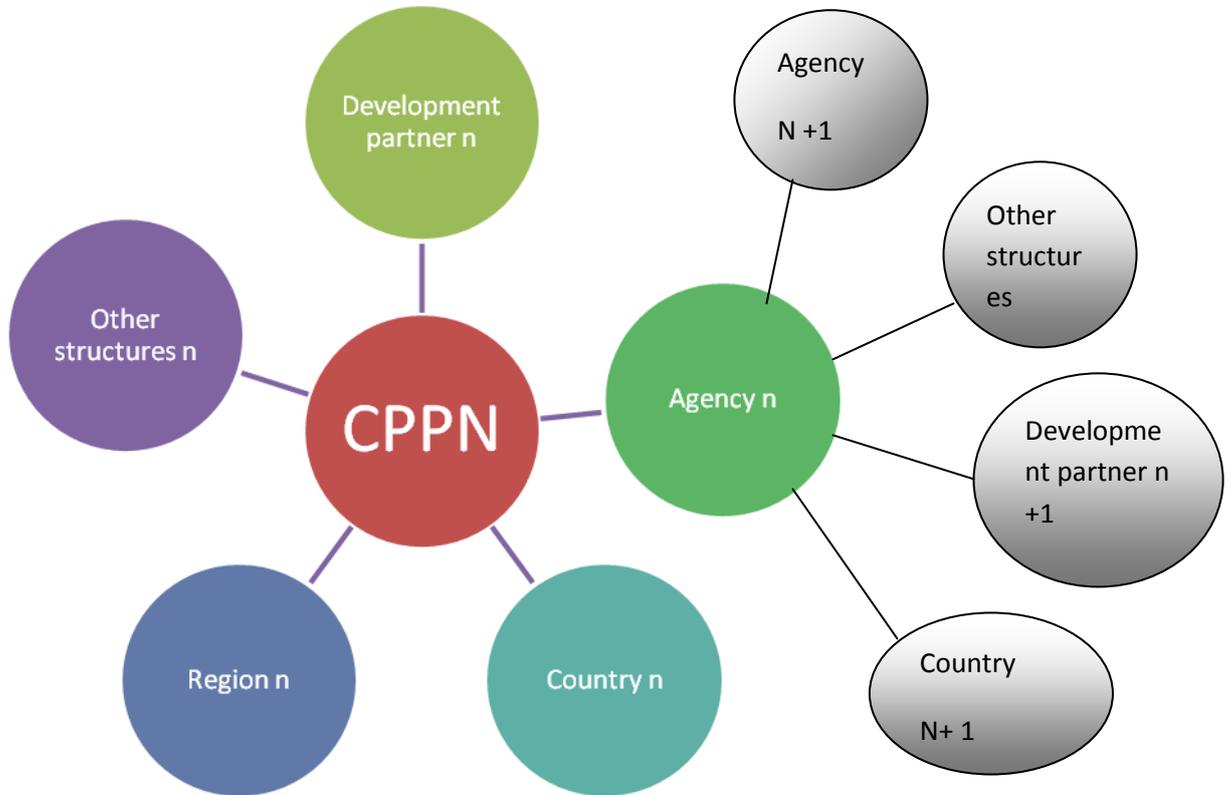
Regional level



Integrated model



Multiple Integration Model



Priorities and potential partners

Priorities and potential partners

Priorities	Potential partners
Learning/training	WB, AfDB, ADB, GTZ, SECO, EU, DFID, MIDA, USAID, Universities and other Training Institutions and other donor agencies
Best practices	Country level
Risk Management	Country level, AFDB, WB
Capacity building for reforms	WB, AfDB, ADB, GTZ, SECO, EU, DFID, MIDA, USAID, Universities and other Training Institutions and other donor agencies
CPPN Support	Member states, WB, AfDB, ADB, GTZ, SECO, EU, DFID, MIDA, USAID, and other donor agencies
Image/visibility	Media, Civil Society
Assessment	OECD/DAC
Stake holder engagement	Country level

Action plan extract

CPPN Strategic area	Weaknesses	Objective	Actions
1. Strategy development	CPPN currently is receiving direction from GIDD goals and objectives	Adopt comprehensive strategy to give direction to CPPN	
1.1 Strategy for partnerships	CPPN has no formal structure for alliances and partnerships and therefore misses out on the potential synergies	To outline a partnering strategy for the CPPN in order to realise greater synergies among and between the members and between CPPN and/or members with external parties	<ol style="list-style-type: none"> 1. Develop a strategy for partnerships 2. Identify partnership priorities 3. Identify potential partners 4. Align potential partners with identified priorities 5. Approach individual potential partners for negotiation <ol style="list-style-type: none"> 5.1 Invite partners to the CPPN to share thinking on how they can assist the CPPN 5.2 Identify convergence of priorities for implementation 6. Communicate the outcome with member states

Appendix 4

Proposed Strategies for Communicating within the Network

A. Establish an Independent Website

B. Promote E-Mails contacts

A. Establish Ind. CPPN Website - Activities

1. Design and Layout
2. Hosting
3. Content
4. Management/Administration

1.1 Activities - Design and Layout

- Commonwealth can facilitate that

2. Activities - Hosting

- 2.1 Identified Service Provider
- 2.2 Commonwealth Sec. Facility if existent

3. Activities - Content of the Website

- (i) Information on CPPN (background etc)
- (ii) Reports and presentations at various CPPN for a
- (iii) Statements & Aide Memoirs at CPPN
- (iv) Links to CPPN Country Sites
- (v) Procurement Related Activities in Various Countries:
 - Legal Framework
 - Initiatives
 - Capacity Building

- Monitoring
- (vi) Best Practices in Member Countries
- (vii) Discussion Points for Member Inputs
- (viii) Progress Reports on Individual Country Submissions
- (ix) Management/Administration
- (x) Management/Administration

3. Activities - Centrally managed by an agreed body (CS, Volunteer from the 3 Chapters or any other appropriate body)

B. E-MAILS

1. Maintain group e-mailing
2. Notification /pop –up for information

C. TIMING

1. Functional and piloting by July, 2011
2. Official Launch at the 6th CPPN Conference

Way Forward

- Access by Member Countries
- Capacity Building for uploads
- Editorials - Member Countries / Central Body***

25. Closing Remarks

Again the Deputy Minister of Finance, Honourable C. Schlettwein had the honour of delivering the closing remarks. He expressed confidence that participants have shared and exchanged experiences on the best practices of procurement. He stressed the importance of policy adherence and the need to have teeth by procurement authorities when in contravention of the same. He concluded by indicating that public money should be used diligently and in the interest of the public.