Various definitions have been given to the term good governance. The World Bank, for instance has described it as “the manner in which power is exercised in the management of a country’s economic and social resources for development”. According to the United Nations, its essential characteristics include Transparency, Accountability, Effectiveness, Efficiency and Rule of law.

Considering the fact that public procurement constitutes one of the prime business activities of every government, any effort at automating the process using ICT applications (in the form of e-government procurement (e-GP)) should be a welcome intervention. Indeed, it has been established that following the explosive growth of e-commerce in the private sector to the tune of USD 12.8 trillion in 2006, governments all over the world have begun to gravitate towards the application of e-GP as a tool to modernize and improve their procurement systems.

As a way of aligning the e-GP system to match the elements of good governance, the system is designed to enhance transparency and compliance, provide a common platform for effective competition and ensure increased participation of all service providers in procurement. Thus, Ghana’s e-GP system is expected to be conducted not only in accordance with approved annual procurement plans but also in compliance with rules, regulations and processes as defined by Act 663.

In addressing the need for effectiveness and efficiency in governance, the e-GP system brings about the integration and automation of
List of entities that have submitted their 2013 Procurement Plans online as at February 28th, 2013

1. Aflao District Hospital
2. Akatsi Dist. Hospital
3. Ashiaman Sec. Sch.
4. Atebubu Tr. College
5. Bank of Ghana
6. Bolgatanga Polytechnic
7. Centre for Scientific Research into Plant Medicine
8. Copyright Administration
9. Dental School
10. Department Of Urban Roads
11. Driver and Vehicle Licensing Authority
12. Effa Nkwanta Regional Hospital
13. Eeffutu Municipal
14. Encyclopaedia Africa Project
15. Energy Commission
16. Environmental Protection Agency
17. Foods and Drugs Board
18. Ga West (Ga)
19. Ghana Academy of Arts And Sciences
20. Ghana Airports Company Limited
21. Ghana Atomic Energy Commission
22. Ghana Civil Aviation Authority
23. Ghana Cocoa Board
24. Ghana Cocoa Board - Quality Control Division
25. Ghana Grid Company Ltd.
26. Ghana Institute of Journalism
27. Ghana Investment Fund for Electronic Communications
28. Ghana Investment Promotion Council
29. Ghana Library Board
30. Ghana National Fire Service
31. Ghana Police Service
32. Ghana Railway Development Authority
33. Ghana School of Law
34. Ghana Standards Authority
35. Ghana Water Company Limited - Operations
36. Grains And Legumes Development Board
37. GRATIS Foundation
38. Ho Polytechnic
39. Holy Child Tr. College
40. Juabes district Hospital
41. Judicial Service
42. Komfo Anokye Teaching Hospital
43. Korle Bu Teaching Hospital
44. Lands Commission
45. Lands Title Registry
46. Ledzokuku-Krowor
47. Management Services Division
48. Maternal and Child Health Hospital
49. Medical School
50. Minerals Commission
51. MINISTRY OF CULTURE AND CHIEFTAINCY
52. Ministry of Employment and Social Welfare
53. Ministry of Environment Science and Technology
54. MINISTRY OF FOOD AND AGRICULTURE
55. Narcotics Control Board
56. National Board for Professional And Technical Examinations
57. National Petroleum Authority
58. National Service Secretariat
59. National Sports Authority
60. Non Formal Education Division
61. Office of the Regional Health Directorate – Eastern Region
62. Pharmacy Council
63. Prempeh College
64. Public Procurement Authority
65. Registrar Generals Department
66. Ridge Hospital
67. School of Allied Health Sciences
68. Sekondi-Takoradi Metropolitan Assembly
69. SIC Life Company Limited
70. Social Security and National Insurance Trust (SSNIT)
71. Sogakope District Hospital
72. St. Francis Trg. College
73. St. Joseph's Tr. College
74. St. Monica Training College
75. Sunyani General Hospital
76. Sunyani Polytechnic
77. Takoradi Polytechnic
78. Tamale Polytechnic
79. Tarkwa Nsuaem Municipal Assembly
80. Tema Development Corporation
81. Tema Metropolitan Assembly
82. University For Development Studies
83. University Of Cape Coast (UCC)
84. University Of Energy and Natural Resource
85. University of Mines - Tarkwa
86. University of Professional Studies Accra
87. University of Science And Technology (KNUST)
88. Volta Lake Transport Company Limited
89. Volta River Authority
90. Wa General Hospital
91. Wa Polytechnic
92. Wesley Girls High Sch.
93. West African Examination Council

The Authority urges all other entities who have not submitted their plans as yet to emulate the example of the above listed entities and comply accordingly.
What is E-Procurement

E-Procurement in general, is the electronic implementation of the Procurement Cycle. It is using ICT specifically the internet platform to acquire goods, works and services at the best value obtainable.

Adding ‘G’ to the procurement (E-GP), makes it a strictly Government to business process (G-to-B).

Stakeholders in this e-Gp system include:
- Public Procurement Regulators
- Government Procurement Entities
- Private Service Providers (Suppliers, Contractors and Consultants)
- Civil Society
- General Public including media and oversight bodies.

Advantages/Benefits of e-GProcurement

The use of ICT to conduct government procurement is expected to generate benefits for both government and all the stakeholders listed above.

These benefits can be grouped in three broad areas, namely:
- Good Governance
- Efficiency
- Economic Development

Good Governance

Government procurement is often identified with tensions between public expectations of high standards of governance, management requirements for performance, overt political influence and broader stakeholder interests particularly from the private sector. Technology offers the potential to substantially strengthen transparency of government procurement, addressing an area of sometimes intense public interest. E-GProcurement will enhance governance in terms of transparency and accountability.

Transparency and Accountability is achieved in terms of available information pertaining to:
- What is being procured – Procurement Notices
- Who is eligible?
- How to bid?
- What are the evaluation criteria?
- Who has got the award?
- At what cost?
- Procurement policy compliance
- Audit traits on Procurement transactions
- Improved quality of Public Procurement reporting, monitoring and management

Efficiency

Using e-Government also brings in efficiency in Public Procurement in these areas:
- Clear specification
- Ease of Registration/Tendering
• Speedy Evaluation
• Efficient Payment System
• Cost effectiveness of Procurement
• Cost savings in Procurement expenditure

**Economic Development**

Implementing E-Gprocurement has the potential of changing the procurement landscape in terms of economic development. These developments can be found in the areas of:

• Private Business Activation
• Capacity Development
• Infrastructural Development

Getting all stakeholders ready to participate in e-Gprocurement, demands certain infrastructure availability for data usage, internet access, IT capacity development of personnel to use the e-Gp System, in short promoting digital literacy and change management and IT skills development for both Government and Private users of the System.

Apart from these broad benefits to all stakeholders, we can enumerate some specific benefits not elaborated much in this article to the:

• Private Sector
• Public Sector
• Civil Society
• Regulator

**Additional benefits to the Private Sectors will include:**

One stop registration and dealing with government through the E-Procurement portal. This is expected to:

• Increase the number of suppliers, contractors and consultants that registers to deal with government.
• Minimize face-to-face contacts with government officials
• Provide greater knowledge of the competition, by virtue of being able to view opening ceremonies over the internet.
• Submission of tenders is done online, no need to travel to present tenders.
• Reduced processing time.
• Reduced mail and courier cost. Inspection and payment through internet, thus no need to visit government offices.
• Private sector to benefit from government’s computing infrastructural backbone.

• High internet penetration for the private sector.
• Adoption of new technologies (e-signature, encryption, e-documents)
• The chance to market and sell your services to other E-Procurement customers.

New opportunities for SMEs will be formed such as increased participation in supply chain.

**Additional benefits to the Public Sector will include:**

• Reduced transaction cost resulting from;
• Non Publishing of full blown tenders in newspapers
• Non printing of contract award documents
• Other cost
• Sharing of Common information like:
• Supplier database
• Price database
• E-catalogues

**Additional benefits to Civil Society will include:**

Availability of information relating to all procurements from one source that is the e-Gp portal, thereby giving civil society the avenue for monitoring public procurement.

**Additional benefits to Regulators will include:**

Monitoring the process for compliance will be reduced as the business rules setting up the e-Gp System will be based on the Public Procurement Act, (Act 663).

Reduction in complaints

Comprehensive data for Management Information for Decision Making

**Conclusion**

e-Gprocurement is important because it saves time, money and adds value to the traditional procurement process through improved compliance and added efficiency.

Developing unified End-to-End e-Gprocurement solution for the country is therefore in the right direction as this will help save enough of the tax payers money for the development of the country.

*Mrs. Emelia Nortey*

(DIR—MIS)

PPA
INTRODUCTION

Ghana’s vision to improve efficiency of government’s dealings with the public through the use of Information and Communication Technology (ICT) resulted in the initiation of the eGhana Project in 2006 with funding from the International Development Association through the World Bank. The project consists of three main components which seek to:

Create the enabling environment necessary for the growth of the ICT sector

Support local ICT Businesses and IT enabled services (ITES); and

Promote e-Government applications and Government Communications.

Under the third component, a number of e-Government applications are being developed. Current applications being developed at various stages of deployment include the following;

- e-Justice
- e-Immigration
- e-Government Procurement
- e-Parliament

E-Government Procurement (E-GP)

The e-Government Procurement (e-GP) implementation began in June 2011. After a competitive tendering process, Pricewaterhouse Coopers (PwC) was engaged as consultants for the Systematic Development of Electronic Government Procurement (e-GP) in Ghana.

- As defined by the Terms of Reference, PwC has to date;
- Assisted with the developing of a clear national E-GP vision
- Conducted a comprehensive assessment with baseline indicators for E-GP in Ghana
- Assessed Public Procurement Act, (Act 663), and relevant Laws which have an impact on the introduction of an E-GP system

Developed an E-GP Communication Strategy

Developed an E-GP Strategy and Action Plan

A multi-disciplinary project implementation committee has been constituted as a steering committee for the project.

The project currently is at stage where a firm is going to be chosen through a competitive tendering process to partner the government in providing an application software with full end-to-end eGP functionalities. This application software will be piloted among six selected entities.

To enable Ghana enjoy the full benefits of the e-GP it is important that we continually assess the readiness of the country for the establishment of an eGP system. This paper seeks to assess Ghana’s readiness three main areas, namely:

- IT Infrastructure
- Legal Framework
- Capacity Development

IT INFRASTRUCTURE

A major requirement for the establishing of an e-GP system is the availability of IT infrastructure. IT infrastruc-
ture covering Internet Connectivity, Data Center and its corresponding Disaster Recovery site, Local and Wide Area networks, Security, Desktop Computers, Uninterrupted Power Supply (UPS), Multi-Functional Devices (MFDs) must be in place.

The National Information Technology Agency (NITA), the government agency responsible for providing IT infrastructure for use by government agencies has as part of its mandate to provide a national backbone infrastructure to all districts in the country, provide a national data centre and a secondary data centre facility for disaster recovery capability, connect all public institutions, MDAs and MMDAs to a single shared communications and computing infrastructure to facilitate effective delivery of government services to citizens, businesses and others. NITA has achieved a lot as per its mandate.

According to NITA, in a recent response to PPA on this subject, an Interim Data and Disaster Recovery centers are available for use for all eGhana applications (e-GP included) since December, 2011, however the substantial National Data and Disaster Recovery centers will be available by August, 2013. In addition NITA has designed an E-Government Infrastructure Network to reach 1050 sites around the country, based on Fibre Optic, VSAT and terrestrial networks, using wireless and other means for last mile connectivity access. NITA is also deploying 8000 LAN ports in addition to existing 6500 LAN ports in the offices of various MDAs and MMDAs. This deployment which will cover 120 MDAs and MMDAs is expected to be completed in June 2013.

Another requirement of the IT Infrastructure is the provision of a Public Key Infrastructure (PKI). A PKI is a computerised form of message encryption using two keys (small files); one is public and used by the sender to encrypt the message, the other is private and used by the recipient to decrypt the message. This will ensure that the tender submission and opening process on the eGP system are secured and transparent. NITA and the Ministry of Communication is implementing a national PKI project which will cover 120 MDAs and MMDAs. This sensitisation exercise is expected to begin in March 2013, by Pricewaterhouse Coopers, the consultants to the project.

CONCLUSION

Government has under the wider eGhana project has displayed enormous commitment to the E-Government initiatives, while PPA and the entities who are involved in the pilot phase of the e-GP implementation are ensuring that the pilot phase succeeds to inform a nationwide rollout. The engagement of a consultant to assist the PPA with the implementation and the recent study tour to India and Portugal has confirmed the commitment to learn and adopt best practices as far as the eGP is concerned.

Benefits of an e-GP system cannot be over emphasised. Complementing government’s efforts to ensure good governance, the PPA is fully committed to see to the implementation of this project and continues to collaborate with all stakeholders to ensure its success.

Thomas K. Bondzi
Principal IT Specialist
PPA
&
Yvonne Vanderpuye
Chief Operating Officer - CD/HR
PPA

For more information please see here:

More so the Public Procurement Act, 2003 Act 663, is also being amended to include electronic tendering which was previously not taken care of by the Act. The amended Act is currently with the Minister of Finance for onward submission to Parliament.
Introduction

A nine (9) member delegation from various stakeholder entities on the establishment of eGovernment Procurement (eGP) project undertook a study tour of some institutions in India and Portugal. The tour was organised by PriceWaterHouse Coopers (PwC), consultants to the project, with sponsorship from the World Bank. The tour took place from January 12 - January 24 of 2013.

Members of the delegation were:

1. Hon. Samuel Sallas-Mensah: Public Procurement Authority
2. Mrs. Emeila Nortey: Public Procurement Authority
3. Mr. Thomas Bondzi: Public Procurement Authority
4. Miss. Rebecca Okai: Ministry of Communication (eGhana Project)
5. Mrs. Veronica Boateng - National Information Technology Agency
6. Mr. Adu-Gyamfi Abunyewa - World Bank
7. Mr. Richmond Evans-Appiah - Volta River Authority
8. Dr. Isaac Adjeu Doku - Volta River Authority
9. Mrs. Serwa Atiase Dzogbenuku - PriceWaterHouse Coopers

The tour was to enable members gain first-hand knowledge and information on how eGP has been established in these countries. On return members are to use the experience and knowledge gained to make inputs into the ongoing eGP establishment project in Ghana, especially in area of E-GP relating to features of the system and business model(s).

Six institutions were visited, three in each country

In both countries the delegation was met on arrival by representatives of PwC.

Mr. Amit Das, PwC India and Tiago Silva Abade with Luzia Pontes both of PwC Portugal accompanied the delegation in visiting institutions in their respective countries.
The delegation also had welcome meetings and briefings by country managers of PwC in both countries.

India
A welcome meeting was held at PwC Gurgaon offices in the morning. In attendance were the country manager of PwC India, and an eGovernance expert from PwC.

They briefed the delegation on developments of eGovernment initiatives in India and in particular eGovernment Procurement (eGP).

It was indicated that there has been a lot of changes on the electronic landscape in the last 10 years in India. Due to this the Indian government initiated an eGovernment plan in 2006 and identified eGP as one of the key projects. Indian states then started implementing eGP at the state level, the state of Karnataka being far advanced with the establishment of eGP followed by the state of Andra Pradesh.

The major aims of Indian Government establishing eGP are:
- Transparency
- Efficiency in government procurement

The delegation also visited the Department of Information Technology of the Ministry of Communications and Information Technology at New Delhi. At the department, the delegation was briefed by its Senior Director in the person of Renu Budhiraja.

The director briefed them on various online services the Indian government offers through different demands. Regarding implementation, she stated there must be a proper implementation direction and government buy-in. There must also be capacity building within the agencies.

The government through her department has set standards and architecture for e-governance applications as well as guidelines to be adopted by each state. (http://egovstandards.gov.in/)

Based on these standards the department as part of its responsibility has set up Certification Authorities to offer digital security services for eGovernment applications and transactions. (http://cca.gov.in)

The director also added that the government is establishing a national data center, after which it will migrate all current satellite data centers to the national data center.

Bangalore
The delegation spent two days at Bangalore, the capital of the Karnataka state.

At Bangalore the delegation was at the Centre for eGovernance for most of the period where it held meetings with various stakeholders. At the centre the team was received by the head of the department.

He made a presentation of eGovernance initiatives in the State of Karnataka.

The goal of the eGovernance for the State is to
- Offer a Single Window for all services
- Anywhere anytime device services
- Ensure Total transparency and
- Faster decision making

In all 19 projects has been undertaken by the Centre. Applications developed under these projects covered Government-to-Government, Government-to-Citizen, Government-to-Employees and Government-to-Business.

After his presentation, Head of SeMT for the State, Mrs. Gunjan Krishna, made a presentation on the State’s eProcurement system. In her presentation, the following were noted:

**Vision:**
- Ushering 100% Transparency in Procurement
- Unified End to End Platform
- e-Procurement covers public procurement and disposal of government / public assets
- e-Procurement captures the entire procurement cycle including pre tendering activities and post tendering activities
- Public Private Partnership Project
- HP as the partner
- Transaction Based Business Model.
Time line for the implementation
- Publishing of Tender for selection of Private Partner – March 2006
- Finalization of Private Partner – August 2006
- Agreement with HP – December 2006
- First Tender Published – 13 November 2007
- Pilot Departments – 6

Unique features of the eProcurement system;
Procurement activities categorized into modules i.e., Indent Management, e-Tendering, e-Auctions, Contract Management, Catalogue Management, Supplier Registration, Accounting and MIS.
- Single point one-time vendor registration
- Free access and download of tender documents
- Total Electronic Payment Integration including Tender Security refunds
- Grievance Redressal System (Submission of Appeal)
- Flexible to address customized requirements
- Largest Paperless Office in India

Legal framework
With regards to legal framework, The Karnataka Transparency in Public Procurement (KTTP) Act, 1999 was amended to cater for e-GP. The amendment made it compulsory for all government procurement entities to conduct all its procurement activities on the e-GP platform.

Her presentation also addressed areas of security, scalability and overall benefits of the system since its implementation.

During her presentation members of the delegation asked a number of questions covering such areas as contract management, refunds, and other payments etc, for which she duly explained how the system addressed the issues raised.

There were presentations by two entities, which were instrumental in the development of the e-GP system for the State. These were Hewlett Packard (HP) and the Public Works Department (PWD).

Hewlett Packard (HP)
HP is the current private partners providing e-GP services in the state of Kanartaka.

A Program Manager by name Guru Prasad made presentation.

He explained the terms of HPs contract with the State in which HP provided the Hardware and Software for the E-GP system. The contract he explained is a performance based contract, highlights of which are;
- Availability of Agreed Services over internet at 99%
- Average Page Loading of less than 7 seconds
- Resolution of Critical Faults within 5 hours
- Resolution of Non-Critical Faults within 48 hours
- Growth rate of supplier registration (10% over previous quarter)
- Growth rate of transactions (10% over previous quarter)
- Training (70% satisfaction)

The team then observed a practical training session on the e-GP platform organised by HP for some service providers. The training covered submission and evaluation of tenders by suppliers.

Public Works Department
One of the main stakeholders, PWD was involved in the development of the e-GP system, since it is the highest procuring entity in the state both in terms of volume and value. He traced the involvement of PWD in the development of the eProcurement system. Being the biggest user of the system, they made input in design of forms, contract management etc

A presentation was made by a representative from the Public Works Department (PWD) of the State of Kanartaka, the biggest government department in the State.

He indicated benefits of the system to the department as tabulated below

At the end of the presentation the delegation inter-
Head of delegation, Hon. Samuel Sallas-Mensah thanked the Principal for the warm welcome received from members of his department. He added Ghana will very much learn from the example of State of Kanartaka, and hopefully implement a procurement system akin to that of the State.

Hyderabad

The next stage of the tour took the delegation to Hyderabad in the State of Andra Pradesh. Duration of the stay in Hyderabad was in the offices of the Information Technology and Communications Department of the Government of Andra Pradesh (GoAP).

The Project Manager of eGP in the GoAP in the person of Vidyadhar Muthyala welcomed the team.

In his presentation the following points were noted:

GoAP was the first Indian State to implement an eGP system, starting in 2002.

GoAP entered into a PPP in 2003, which worked for one year.

It then moved to Application Service Provider

The delegation returned to New Delhi late in the evening and departed for Portugal on Saturday January 19 arriving in Portugal on Sunday January 20.

Portugal

The delegation on the final stage of the tour visited some public institutions in Portugal.

The delegation first met the PwC Portugal e-Government team at the PwC offices in Lisbon. Presentation were made on the reforms of Public Procurement in Portugal, highlights are as below;

- The National Public Procurement Agency is the oversight body responsible for procurement.
- Procurement reforms started in 2007.
- There are 3800 public entities.
- Centralised procurement for common user items.

A legal officer and procurement specialist of PwC Portugal also gave a presentation on the legal reforms and procurement procedures in Portugal.

It was followed by a visit to the offices of eSPap formerly known as the National Public Procurement Agency.

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Tenders</td>
<td>699</td>
<td>1276</td>
<td>2550</td>
<td>4661</td>
</tr>
<tr>
<td>Value of Tenders (Million USD)</td>
<td>22.9</td>
<td>48.11</td>
<td>39.69</td>
<td>83.28</td>
</tr>
<tr>
<td>Average Tender Participation</td>
<td>1.58</td>
<td>4.19</td>
<td>7.01</td>
<td>7.29</td>
</tr>
<tr>
<td>Tender Premium (%)</td>
<td>21.02</td>
<td>13.58</td>
<td>5.46</td>
<td>4.66</td>
</tr>
<tr>
<td>Tender Evaluation Cycle Time (days)</td>
<td>109.91</td>
<td>103.44</td>
<td>56.01</td>
<td>57.5</td>
</tr>
</tbody>
</table>

acted with some members of the department.

Hon. Samuel Sallas-Mensah thanked them for their time and the knowledge and experience shared with the members of the Ghanaian delegation.

The delegation finally paid a courtesy call on the Principal Secretary to the Government in charge of the Department of eGovernance, in the person of I. S. N. Prasad to complete their stay at Bangalore. He interacted with the team, and reiterated the benefits of eProcurement, and the implementation stages adopted by the state. He added that it was important for government and political buy-in for a successful implementation.

Head of delegation, Hon. Samuel Sallas-Mensah thanked the Principal for the warm welcome received from members of his department. He added Ghana will very much learn from the example of State of Kanartaka, and hopefully implement a procurement system akin to that of the State.
The delegation was welcomed to eSPap by a member of its Board – Paulo Magina.

A presentation by a Director of Public Procurement highlighted the activities of eSPap as follows:

- Procurement system has been implemented since 2008
- The only European country to conduct complete procurement process online
- Has licensed eight private entities to conduct eGP
- Responsible for contracting Framework Agreements (eFramework).
- Compulsory for all public entities to use eFramework
- The eFramework covers all common user items such as Cleaning Services, Vehicles, insurance for all Government vehicles, Software, Hardware, Stationary, etc
- Design and establish the framework for centralised tender procedures
- Aggregate demands with assistance from Ministerial Purchasing Units (MPU) to reduce administrative procedures
- Manages and supervise IT and Infrastructure services for the government
- Manages call-off for entities
- Analysis public spending
- First generation Framework Agreement launched in 2008
- Second generation Framework Agreement now in place which has 17 agreements covering approximately 250 framework contracts.
- Framework agreement averages 2 years, however some agreements go as far as 4 years. (For example for IT, specifications of items can be updated)

After the presentation members of the delegation interacted and sought clarifications on issues relating to framework agreements.

The delegation also visited the government’s data center at the agency. This data center host all government data and applications.

Another institute visited by delegation was the Institute of Construction and Real Estate.

This institute is responsible for the management of the public contracts portal www.inci.pt

It assigns licenses to construction companies and real estate agents. (Currently 60,000 construction companies and 3,000 real estate agents)

Proposes legislative bills and regulations (E-Public Contracts)

Observatory of all Public Works

A demonstration of the portal was given.

All 8 privately licensed eGP platforms are connected to the portal

The last institution visited by the delegation was Saphety, one of the eight privately licensed eGP platform operators.

At Saphety the delegation was welcomed by its Chief of International Development – Joao Pereira.

An officer of Saphety gave a live demonstration of how the eGP system works for a government entity and a supplier. A dummy tender was created for which a supplier submitted its quotation. Closing, opening and evaluation process were also demonstrated.

Some features of the system are:

- High Security Features
- Complex Evaluation Procedures
- Transparency
- Free User Registration
- Total Encryption
- Ability to import and export files for evaluation
- Integrates with other portals
- Saphety offers continuous education to service providers.

Lessons Learnt

All the lessons learnt on the 10-day Study Tour cannot be captured here, however a few important ones are highlighted below;

Government buy-in and political will is important for successful implementation of e-GP system
Entire procurement process from preparation of procurement plans and estimates through tender publication to award of contract and payment can be handled in an integrated manner on an e-GP system.

Volumes of tenders in Ghana is not high enough for implementation through a Private Public Partnership.

Implementation of e-GP must always be backed by legal framework.

There is an increased tender participation by Service Providers.

Due to transparency and competition, tender prices tend to decrease with time.

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**Appreciation**

The team is very grateful to the World Bank for sponsoring this very insightful Study Tour. The knowledge and insight acquired will go a long way in contributing to the success of the E-GP project.

*Thomas K. Bondzi*

*Principal IT Specialist*  
*PPA*

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**E-GP an effective tool for good governance**

(Continued from page 12)

Given the inherent benefits that an e-GP system affords any country, the PPA through this e-publication would like to launch a campaign that will generate a national discourse on the possible adoption of this system. Therefore contrary to the views that it is as a mere technological add-on to an already laborious process, we believe that it rather holds the potential to inject greater efficiency, accountability and transparency into Ghana’s public procurement processes. We will therefore implore you to read on as we jointly explore the “Benefits of e-GP, share with you experiences of some Ghanaian participants on an e-GP Study Tour to India & Portugal as well as “Assess Ghana’s readiness” for this global initiative. READ ON...

*Rhoda Appiah*

*Principal Public Affairs*  
*PPA*

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many workflow processes, minimizes physical barriers such as space and time and allows more transparency and efficiency in information flow at relatively lower cost.

Keeping in mind the fact that public procurement is flawed with perceptions of massive corruption, pro-active governments could invest in the adoption of e-GP which provides elements of traceability for audits and therefore has the potential to reduce the opportunities for corruptive, fraudulent, and collusive practices as face-to-face contacts with public officers is largely reduced.

Good as the intentions of this initiative may be, effective implementation of an e-GP project will call for some essentials such as Political will to provide leadership, Change Management techniques to guide the process and the need for Business Process Re-Engineering and the provision of the required ICT infrastructure to make it a reality.
Has Your Entity Submitted Its 2013 Procurement Plan, Using PPA’s Online System?

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**Tendering and contract Information for periods indicated**

- Tendering Opportunities for Mar - Apr 2013
- Contracts Awarded for Jan-Apr 2013
- Restricted Tender Awards Jan - Apr 2013
- Expression of Interest Requests Mar - Apr 2013

The links above will take you directly to the PPA Website Reports for the months of period indicated.

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