Although the call for strict adherence to rules and regulations in public procurement cannot be over emphasized, the famous 6 Rs definition of public procurement places the demand squarely on the shoulders of all concerned to ensure that goods, works & services are acquired - at the Right Price, Right Quantity, Right Quality, Right Place, Right Time and from the Right Source during the procurement process.

Current trends have proven that, Monitoring and Evaluation (M&E) constitutes the two most fundamental elements required for the realization of any policy objectives and holds the power to preserve the sanctity and integrity of any system. Although mostly referred to as one, monitoring and evaluation are two distinct activities that are related but not identical. Whereas, Monitoring refers to the process of analyzing data on inputs and outputs, to support ongoing projects, Evaluation on the other hand, assesses the relevance, efficiency, effectiveness, impact and sustainability of activities as against prior agreed plans.

Conducting monitoring and evaluation in public procurement holds enormous benefits. It provides an avenue for constant feedback, easy identification of potential challenges, opportunity to incorporate innovation and track progress.

Considering the importance of monitoring and evaluation in public procurement, the Working Group on Benchmarking, Monitoring & Evaluation of the World Bank in 2003 designed its distinct M&E toolkit for measuring country performances. Subsequently, the Public Procurement Authority –Ghana, in a corresponding move has also developed an M&E tool dubbed the Public Procurement Model of Excellence (PPME)
List of entities that have submitted their 2013 Procurement Plans online As At April 30th, 2013

1. Accra Academy Sec. Sch.
2. Accra Polytechnic
3. Aflao District Hospital
4. Agona West Municipal Assembly
5. Ahantaman Sec. School
6. Akatsi Dist. Hospital
7. Amenfiman Sec. Sch
8. Aowin Suaman
9. Ashiaman Sec. Sch.
10. Assin Manso Sec.
11. Atebubu Tr. College
12. Bank of Ghana
13. Berekum Tr. College
15. Bibiani Sec/Tech
16. Bolgatanga Polytechnic
17. Central-Regional Co-ordinating Council
18. Centre for Scientific Research Into Plant Medicine
19. Controller And Accountant General Dept
20. Copyright Administration
21. Council for Scientific and Industrial Research
22. Council of State
23. Daboase Sec./Tech
24. Dental School
25. Department of Children
26. Department Of Urban Roads
27. Driver and Vehicle Licensing Authority
28. Economic and Organised Crime Office
29. Effa Nkwanta Regional Hospital
30. Effutu Municipal
31. Effutu Sec./Tech
32. Encyclopaedia Africa Project
33. Energy Commission
34. Environmental Protection Agency
35. Fiaseman Sec. Sch
36. Foods and Drugs Board
37. Ga West (Ga)
38. Ghana Academy of Arts And Sciences
39. Ghana Airports Company Limited
40. Ghana Atomic Energy Commission
41. Ghana Broadcasting Corporation
42. Ghana Civil Aviation Authority
43. Ghana Cocoa Board
44. Ghana Cocoa Board - Quality Control Division
45. Ghana Education Service
46. Ghana Grid Company Ltd.
47. Ghana Immigration Service
48. Ghana Institute of Journalism
49. Ghana Institute of Management And Public Administration
50. Ghana Investment Fund For Electronic Communications
51. Ghana Investment Promotion Council
52. Ghana Library Board
53. Ghana National Fire Service
54. Ghana National Gas Company
55. Ghana News Agency
56. Ghana Police Service
57. Ghana Post Company
58. Ghana Prisons Service
59. Ghana Railway Development Authority
60. Ghana School of Law
62. Ghana Standards Authority
63. Ghana Tourist Board
64. Ghana Water Company Limited
65. Ghana Water Company Limited - Operations
66. Ghana-India Kofi Annan Center of Excellence
67. Grains And Legumes Development Board
68. GRATIS Foundation
69. Half Assini Sec. Sch
70. Ho Polytechnic
71. Holy Child Sec.
72. Holy Child Tr. College
73. Internal Audit Agency
74. Juabeso district Hospital
75. Judicial Service

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.
76. Jukwa Sec. Sch.
77. Koforidua General Hospital
78. Komfo Anokye Teaching Hospital
79. Korle bu Teaching Hospital
80. Kumasi High Sch
81. Kumasi Polytechnic
82. Lands Commission
83. Lands Title Registry
84. Ledzokuku-Krowor
85. Management Development And Productivity Institute
86. Management Services Division
87. Margaret Mary High School
88. Maternal and Child Health Hospital
89. Medical School
90. Mfantsiman
91. Minerals Commission
92. MINISTRY OF CULTURE And CHIEFTAINCY
93. Ministry of Employment and Labour Relations
94. Ministry of Employment and Social Welfare
95. Ministry of Environment Science and Technology
96. MINISTRY OF FOOD And AGRICULTURE
97. MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION
98. Ministry of Gender Children and Social Protection
99. MINISTRY OF JUSTICE AND ATTORNEY GENERAL
100. MINISTRY OF ROADS AND HIGHWAYS
101. Narcotics Control Board
102. National Board for Professional And Technical Examinations
103. National Commission For Civic Education
104. National Communication Authority
105. National Council for Tertiary Education
106. National Identification Authority
107. National Lottery Authority
108. National Petroleum Authority
109. National Service Secretariat
110. National Sports Authority
111. Nkawie District Hospital
112. Non Formal Education Division
113. Nyinahin District Hospital
114. Office of the Regional Health Directorate – Eastern Region
115. Office of the Regional Health Directorate – Greater Accra Region
116. Opoku Ware Sec.

117. Pharmacy Council
118. Prempeh College
119. Public Procurement Authority
120. Registrar Generals Department
121. Ridge Hospital
122. Savannah Accelerated Development Authority
123. School of Allied Health Sciences
124. Sekondi-Takoradi Metropolitan Assembly
125. Shama Sec. Sch
126. SIC Life Company Limited
127. Social Security and National Insurance Trust (SSNIT)
128. Sogakope District Hospital
129. St. Augustine’s College
130. St. Francis Trg. College
131. St. Joseph’s Tr. College
132. St. Monica Training College
133. Sunyani General Hospital
134. Sunyani Polytechnic
135. Takoradi Polytechnic
136. Tamale Polytechnic
137. Tarkwa Nsuaem Municipal Assembly
138. Tarkwa Sec. Sch
139. Tema Development Corporation
140. Tema Metropolitan Assembly
141. University For Development Studies
142. University Of Cape Coast (UCC)
143. University of Energy and Natural Resource
144. University of Ghana Business School(UGBS)
145. University of Mines -Tarkwa
146. University of Professional Studies Accra
147. University Of Science And Technology (KNUST)
148. Volta Lake Transport Company Limited
149. Volta River Authority
150. Wa General Hospital
151. Wa Polytechnic
152. Wesley Girls High Sch.
153. West African Examination Council
tool that allows for qualitative and quantitative measurement of public procurement activities in Ghana.

To date, the tool has been used to assess the procurement performance of over one thousand procurement entities and generated invaluable results that guides the regulatory function of the PPA. For instance, previous assessment reports revealed severe challenges confronting procurement entities as far as compliance with the provisions of the Public Procurement Act, 2003 (Act 663) is concerned. Some of these include poor procurement records keeping, the yawning procurement capacity gaps that exist among practitioners and service providers and poor contract management practices to mention a few. Consequently, these findings have informed the formulation of various interventions and policies namely: the introduction of the Low/Minor Value procurement method which is being piloted among 2nd Cycle Institutions, the Development of Training Modules on Contract Management and Effective Records Keeping to ensure better compliance with the provisions of the procurement law.

To this end, we have chosen to focus on the role of M&E in public procurement in this edition and hope that the articles in this edition will ignite interest on the subject among a critical mass of our stakeholders as we together forge ahead in making Ghana’s public procurement an effective tool for good governance.

Rhoda Appiah
Principal Public Affairs
PPA

PUBLIC PROCUREMENT ASSESSMENT RESULT AND ITS USE

Sound Public Procurement Policies and Practices are among the essential elements of good governance. The Public Procurement Law of Ghana to a large extent ensures that public procurement is carried out in accordance with the principles of economy, efficiency, and transparency.

The Public Procurement Authority carries out Annual Procurement Assessment of Government Entities in fulfillment of its mandate under Section 3(d) of Act 663 “Monitor and Supervise Public Procurement and ensure compliance with statutory requirements’ and Section 3(h) “Assess the operations of the Public Procurement Processes and submit proposals for improvement of the processes”.

The Public Entities that are assessed include Ministries, Departments, and Sub-vented Agencies, Regional Co-ordinating Councils, Metropolitan/Municipal/District Assemblies, State Enterprises, Tertiary Institutions, Schools and Colleges, Hospitals and Health Institutions.

The main assessment tool used to carry out the Assessment exercise is the Public Procurement Model of Excellence (PPME). This web-based tool utilizes both qualitative and quantitative measurement to collect data on procurement from the entity level. This is used to generate results pertaining to the quality and procurement performance in the whole country or within a particular sector.

At the end of the Assessment exercise two main reports are produced. These results are the individual reports for each Public Entity assessed and a National Cumulative report for the whole country. The individual reports which contain the entities realistic procurement situation, as well as requisite recommendations are sent specifically to each entity. The National Cumulative Report forms part of PPA Annual Report published is in fulfillment of the Section 3 (i) of Act 663. This section requires PPA to produce annual reports for submission to the Ministry of Finance and Economic Planning, and subsequently to Parliament.
Section 3 (a) of the Act enjoins the Authority to “Make proposals for the formulation of policies on procurement”. At the Macro level the Assessment Results are advise Government and in the formulation policies and issuance of guidelines aimed at improving the procurement processes.

The Assessment results over the years have revealed many challenges in the procurement management of entities. A case in part is what pertains at the second cycle institutions where majority of their procurement expenditure in relation to purchase of food items and other consumables cannot conform to the processes prescribed in the Act, 663. This has informed the development and issuance of specific guidelines for Low Value procurement.

Another intervention that PPA would be introducing very soon is the Procurement Records Management Manual. Previous Assessment have revealed Entities inability to effectively keep manage and retrieve procurement records. Results have revealed that many entities do not have any files and even do not know what to keep as data. This Procurement Records Management Manual is designed to guide Procurement Practitioners in effective Records keeping.

The results of the Assessment revealed lapses in contract execution. To address this PPA has developed a comprehensive Contract Management Manual for Goods, Works and Service, that will be introduced this year.

The PPME Tool rates the performances of entities from Excellence, Matured, Maturing, Conforming and the lowest Non Conforming. Based on the performance rating of an entity, it is motivated to improve on its performance to move to the next highest level.

Last but not the least is the specific recommendations for each entity based on the entities practical assessment results. These would enable entities to correct their lapses and correct and improve their procurement performance in the ensuing year’s assessment.

From the above the benefits accruing to PPA, Entities, Government, Private Sector and by extension the tax payer cannot be over emphasized.

Prince Lamptey
Senior Operations Officer—BM&E
PPA
INTRODUCTION

The advent of the Public Procurement Act, 2003 (Act 663) marked the dawn of a new era in Public Procurement. The Act has revolutionized Public Procurement in Ghana and has brought to the fore the streamlining of Public Procurement for efficiency, transparency, fairness and competitiveness. The Public Procurement Authority has successfully conducted assessment of Public Entities in the past six consecutive years (2006, 2007, 2008, 2009, 2010, and 2011). The results from these Assessment Reports show that the performance of the Entities is in the ascendancy. Based on these achievements, the Public Procurement Authority intends to introduce the Public Procurement Self Assessment using the Public Procurement Model of Excellence (PPME) Tool on pilot basis. It is expected that there would be a subsequent roll-out of the Tool for all Public Procurement Entities in Ghana.

SELF ASSESSMENT AND THE PPME TOOL

According to Boud (1995), all assessment including Self Assessment comprises two main elements: making decisions about the standards of performance expected and then making judgments about the quality of the performance in relation to these standards. Simply put, when you judge the quality of your work and how much progress you have made you are engaged in Self Assessment. Self Assessment also involves knowledge generation and collective action in which stakeholders collaboratively define the evaluation issues, collect and analyze data and take action.

- The PPME Tool on the other hand, is a web-based software package which is used to analyze data collected from the procurement activities of the Entities. It generates two main reports, namely:
  - Performance Assessment System (PAS) Report; and
  - Performance Measurement Indicators (PMI)

BENEFITS OF SELF ASSESSMENT

Some of the several benefits to be derived from Self Assessment are as follows:

- Firstly, Self Assessment allows full participation of stakeholders. It involves Management, Support Staff and PPA. For instance Procurement Officers who mostly do not take part in corporate decision making are going to be mandated to operate the PPME Tool. And in that process, they would have a clear picture of what is happening. This would enhance the transparency of the process.
- Secondly, by participating in the process, stakeholders share responsibilities for the evaluation results. They are therefore going to be empowered.
- Thirdly, Self Assessment encourages capacity and skills development. The participating process is a learning process among stakeholders which when shared, would lead to corrective action and programme improvement.
- Fourthly, Self Assessment fosters team building and commitment through collaborative inquiry among stakeholders.
Those involved in and affected by the evaluation would be committed to modifying their strategies to achieve desired results.

CHALLENGES

There are several challenges associated with Self Assessment. These are as follows:

First, the credibility of the reports. Entities in an attempt to portray impressive results may exaggerate or falsify information thereby compromising the credibility of the reports.

Second, problems with validation. PPA is expected to validate the data of the entities which certain times require physical verification. This may be tedious if the entities do not keep proper records or try to play hide and seek with PPA.

Third, resistance to change. People generally do not like change and for such people they would do everything possible to resist the concept. This may have some dire consequences.

Fourth, access to the Internet. The operation of the PPME Tool is linked to the Internet. Unfortunately most of the entities especially those in the Rural areas do not have access to the Internet.

WAY FORWARD

From the challenges mentioned above, it is expedient that certain measures be put in place to enhance the smooth take-off of the Self Assessment.

In order to minimize exaggerations and falsification of data, PPA would critically scrutinize information that is posted on the PPME Tool and use other in-house systems such as Tender and Contract to verify results.

PPA would organize training for all entities on how to use the PPME Tool. This would enhance the Skills of the entities to be able to properly assess their own performance and also aid easy validation.

PPA would embark on an intensive education for all entities and also use change drivers to enable Entities accept the concept.

Entities would be encouraged or perhaps compelled to get access to the Internet for without the Internet, the PPME Tool will not be accessible.

CONCLUSION

Though the introduction of the Public Procurement Self Assessment using the PPME Tool would face some difficulties, it is imperative because both PPA and the Entities stand to benefit. It would bring about transparency, empower entities, enhance capacity and skills of entities and would also promote team building and commitment among Stakeholders.

JOSEPH KURUK
Senior Operations Officer
Benchmarking, Monitoring & Evaluation
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.