



RPPA STRATEGIC PLAN 2009-2012

RPPA STRATEGIC PLAN 2009-2012

Adopted by the Board of Directors
on 2nd 2009

List of abbreviations

ICT	Information and Communication Technology
MINECOFIN	Ministry of Finance and Economic Planning
MIS	Management of Information System
NTB	National Tender Board
OAG	Office of the Auditor General
OEDC	Organization for Economic Cooperation and Development
PFM	Public Finance Management
RPPA	Rwanda Public Procurement Authority
SLEPT	Social, Legal, Economic, Political analysis
SPF	Social Plan Fund
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis

1 Table of Contents

List of abbreviations	iii
1 Table of Contents	iv
Executive Summary	vi
1. Introduction	1
2 RPPA EXTERNAL ENVIRONMENT	2
2.2 Collaboration of RPPA and stakeholders	3
2.2.1 RPPA & the public sector	3
2.2.2 Private sector (bidders or business community)	3
2.2.3 Civil Society	4
2.2.4 Donors	4
2.3 Importance given to procurement by Government	4
2.4 Importance of public procurement as a profession	5
2.5 ICT driven public procurement	5
2.6 Green procurement	5
2.7 Definition of procuring entities	5
2.8 Existence of public financial management reforms	6
3. Current Situation	6
3.1 Strengths	6
3.1.1 Legal Framework	6
3.1.2 Human Resource	6
3.1.3 Leadership and Management	7
3.2 Weaknesses	7
3.2.1 Staff salaries and skills gaps	7
3.2.2 Gaps in operational systems	8
3.3 Opportunities	8
3.4 Threats	8
4 RPPA TARGETED SITUATION	8
4.1 Vision	8
4.2 Mission	9
4.3 RPPA strategic goals	9

4.4 Key strategic Objectives of RPPA over the three year period 9
5. Strategy Implementation 14
5.1 Plan of action 14
5.2 Funding of the Strategic Plan..... 19

List of Tables

Table 2: Plan of Action.....14

List of Figures

Figure 1: RPPA Organizational Structure.....21

Executive Summary

In December 2007, the law n° 63/2007 of 30th December 2007 established RPPA which took over the activities of the National Tender Board. The responsibilities of RPPA include organization, analysis, supervision and monitoring of public procurement, capacity building and professional development in procurement, administering sanctions against violations of the law, creating public awareness of procurement issues and cooperation with regional and international agencies with the same responsibilities. RPPA has elaborated this strategic plan as a tool to enable it to fulfill these responsibilities over the next three years. Before defining where RPPA wants to be after the three years, analysis of the current situation was analyzed which included the external environment, strengths, weaknesses, opportunities and threats.

The RPPA external environment will have an impact on its efforts to achieve its targets. Some employers offer higher salaries than RPPA and so staff turnover in the latter is high. Most procuring entities lack sufficient knowledge in procurement which leads to low compliance with procedures; at the same time procurement is still seen as a clerical function and not given the necessary importance. Some entities which spend public funds are not procuring entities as defined by the law on procurement and there is a need to ensure green procurement. There is low use of ICT in public procurement by procuring entities. The private sector are also not yet well versed with procurement issues, the donors use different and sometimes complicated procedures while the civil society lack general awareness. On the other hand the existence of public financial management reforms offers a chance for improvements in the public procurement system.

Regarding strengths, RPPA almost has a complete legal and regulatory framework, is fully funded by the GoR and has a youthful and qualified staff and a committed board of directors and management. However, inability to offer salaries that will retain staff, skills gaps and gaps in operational systems are some of the weakness of RPPA. The opportunities for RPPA to achieve its targets include a strong political will to build a good procurement system and access to regional and international procurement reform

initiatives. Finally, the threats come from a labor market that drains RPPA of experienced staff and vulnerability to corruption of public procurement.

From the above analysis of the current situation, the vision, mission, strategic goals and objectives of the strategic plan were defined. The vision is

“RPPA, the center of regional excellence in public procurement”

and the mission is

“To achieve the best value for money for the government of Rwanda under efficient, transparent and fair conditions”

The strategic goals include maintaining a legal framework conforming to best practice, ensuring sufficient procurement capacity, ensuring compliance with law, maintaining public awareness of procurement issues, achieving professionalism, maintaining a strong management information system for procurement, establishing and maintaining internal resources management systems, collaboration with regional and international organizations involved in public procurement reform and ensuring that tenders awarded by RPPA during the transition are awarded in a transparent and efficient manner. These goals are broken down in strategic objectives which are listed below.

1. to avail to officials involved in public procurement a guide that will facilitate their work;
2. to put in place a code of conduct for officials involved in public Procurement;
3. to make necessary amendments to the law on procurement so as to keep it in line with best practice;
4. to provide induction training to newly recruited/appointed procurement officers and members of tender committees;
5. to institutionalize training in public procurement;
6. to ensure Procurement officers have the necessary equipment;
7. to carry out compliance audits in at least 40% of procuring entities every year
8. to elaborate and adopt an information education and communication strategy

9. to maintain a strong working relationship with the private sector and civil society in matters of public procurement through regular meeting

10. to adopt internal regulations that include human resource development policies and procedures

11. to participate in workshops, conferences and other activities organized by the East African Community, COMESA, World Bank and OECD

12. to ensure adoption of law governing the procurement profession, define membership criteria for the association of procurement professionals and organize potential members

13. to follow up the integration of the MIS for procurement in the smart-gov software

This strategic plan includes an action plan that shows the expected results, activities to be carried out, indicators and a timeframe in which these objectives are to be achieved. It also includes the funding required and expected sources of these funds. Finally it includes a monitoring and evaluation framework that includes staff, management and the board of directors of RPPA.

1. Introduction

In 1997 the Government of Rwanda (GoR) established the National Tender Board (NTB) with the mandate of organizing and managing the public procurement process and implementing the general public procurement policy on its behalf. During its ten years of existence, the NTB made an important contribution in the area of ensuring a transparent and fair public procurement. During the period 2003-2007 alone, the NTB awarded 1341 tenders with total value of Rwandan francs. The NTB also played an important role in the reform of the public procurement system that among other things led to the establishment of the Rwanda Public Procurement Authority (RPPA). It was a major actor in the drafting of the law on procurement, procurement regulations and standard bidding documents and the law establishing the RPPA.

In December 2007, the law n° 63/2007 of 30th December 2007 established RPPA and took over the activities of the National Tender Board. The responsibilities of RPPA are listed below.

- 1° to ensure organization, analysis and supervision in public procurement matters;
- 2° to advise the government and other public procurement organs on the policies, strategies and organization of public procurement;
- 3° to monitor activities of public contract award and execution. In this regard procuring entities shall be obliged to provide any information and documentation requested by the RPPA;
- 4° to develop human resources and professionalism in public procurement; in this regard, RPPA shall develop teaching materials, organize training programmes, set required qualifications for public procurement professionals;
- 5° to prepare standard tender documents, bid evaluation formats, and other standard documents for use by procuring entities;
- 6° to suspend or approve the suspension and debarment of bidders in public procurement;
- 7° to provide technical support where possible, to public procuring entities;

- 8° to organize public awareness campaigns on matters related to public procurement;
- 9° to establish relations and cooperate with other regional and international agencies with the same responsibilities.

RPPA being a new institution, it needs a strategic plan to guide its activities. It was in this framework that a process to prepare the strategic plan was started. This strategic plan has been prepared in a participatory manner. First a questionnaire was circulated to all the staff soliciting their views on the plan. Then a two day workshop was organized and attended by resource persons among RPPA staff and draft 0 was produced. The draft was then discussed by the RPPA management team and more inputs provided and then draft 1 was produced. This draft was circulated to all staff for more comments which comments were incorporated to come with draft 2 that was presented to the Board of Directors of RPPA for adoption.

2 RPPA EXTERNAL ENVIRONMENT

On the basis of the SLEPT analysis the following are the external environmental variables that must be addressed in order to achieve the vision, mission and goals of RPPA.

2.1 Recruitment of procurement officers in all public procuring entities including government projects

With the establishment of law on procurement, all public procuring entities were requested to recruit a procurement officer. As a result, skilled and experienced personnel leave RPPA for the above mentioned organizations that offer attractive salary packages, creating a big gap in some procurement specialized areas and lengthy recruitment procedures that must follow.

Low quality of output due to lack of experience from fresh recruited staff. It takes time for new recruits to be confident in their jobs. So some tasks assigned are not well

performed due to lack of experience. Most of RPPA staff are new so they need to undergo more training in order to be more skilled.

2.2 Collaboration of RPPA and stakeholders

2.2.1 RPPA & the public sector

Most of procuring entities lack sufficient knowledge in procurement. As a result tender documents prepared by them are not well prepared. This in turn leads to a creation of backlogs as RPPA staff spend a lot of time correcting these documents and causes delays in tendering procedures. A general lack of compliance with procurement procedures is also observed among most of procuring entities.

Training sessions that were normally provided to tender committees should be extended to senior level management team to ensure there is top down support for the procurement function.

2.2.2 Private sector (bidders or business community)

Many bids from the business community fail at the administrative compliance stage. This is partly due to a lack of understanding of the tendering procedures, or due to deliberate attempts to minimize costs for example, shortening the validity of bid bonds.

The market in Rwanda is growing and as much as possible efforts should be made to disseminate information on procedures and opportunities to encourage the widest possible competition for public tenders. Developing a sense of partnership is consistent with the government's desire, that the private sector drive economic development in Rwanda. To enforce this, Rwanda public Procurement Authority will develop a strong and constructive link with the Rwandan private sector federation.

There is a lot of forgery of documents that are submitted as part of bids, and lack of knowledge in public procurement among the business community. As a result the following problems have been observed:

Lack of trust in public procurement: Some bidders usually question evaluation results. They think procurement officers are bribed, and unfair in awarding tenders; that government procurement is expensive and produces poor quality works, goods and services and that competition is limited.

On the other hand interest shown by some bidders and their participation in public tenders helps the government to implement the public procurement principles such as transparency, competition, equity and value for money. The business community (bidders) who compete for tenders always aim at improving on quality of different undertakings so that they can win future tenders. This eagerness to do things in a better way makes them confident in business and contributes to the development of the private sector at large.

2.2.3 Civil Society

Civil society members are not well informed on public procurement regulations and procedures. This leads to poor advocacy and negative perception on public procurement.

2.2.4 Donors

They use different procedures & guidelines that are not familiar to other stakeholders.

2.3 Importance given to procurement by Government

The Government through Rwanda Public Procurement Authority provides tools/instruments used in public procurement such as standard bidding documents, procurement plan formats and organize training sessions for procuring entities.

The government also enacts laws governing public procurement.

2.4 Importance of public procurement as a profession

Procurement is still widely perceived as a clerical function. Until now procurement is not yet considered as a profession in Rwanda. It is just in recent times, with the government continued efforts to improve on public financial management, that procurement was given a high consideration as a tangible function. Though some improvement has been recorded, the importance of procurement in some organization is still overlooked. Since a greater percentage of government budget is spent via procurement operations, then it should be a requirement to professionalize procurement in order for it to be carried out properly.

2.5 ICT driven public procurement

Information and communication technology is a key element in the improvement of public procurement in Rwanda with regard to publication of tenders and sharing of information. **Some procuring entities have no access to internet connection (mention them).** And hence can't advertise their tenders on internet via DG market or on their websites.

Another barrier is that there are no clear guidelines stipulating the use of ICT in public procurement.

2.6 Green procurement

Environmentally responsible, sustainable or "green" procurement is the selection of products and services that minimize negative environmental impacts. RPPA must ensure that public procurement is carried out in a way that does not endanger the environment.

2.7 Definition of procuring entities

Some entities procure goods, works and services without respecting procurement

laws and regulations (schools & health centers) and are not regarded as procuring entities. A clear guideline should be put in place to include them.

2.8 Existence of public financial management reforms

The ongoing reforms in public financial management in general provide an important opportunity for bringing new ways of doing things in public procurement and enables funding for the reforms in public procurement to be more easily obtained.

3. Current Situation

3.1 Strengths

The analysis of internal situation shows that RPPA has strengths in the areas of legal framework, human resource, leadership and management and tools and equipment.

3.1.1 Legal Framework

RPPA was established by law No.63/2007 of 31 December 2007 and has exclusive mandate to oversee procurement activities in the country; public procurement activities are governed by law No. 12/2007 of 27 March 2007 on public procurement. The ministerial order No. 001/08/10/Min of 15 January established procurement regulations and standard bidding documents.

3.1.2 Human Resource

The RPPA also derives strengths from its human resource. Its staff are young; most of them are bilingual with diverse qualifications. The staff of RPPA has established a

mutual help fund known as the Social Plan Fund which plays a big role in helping the staff solve their social problems.

3.1.3 Leadership and Management

Finally RPPA derives its strength from its leadership and management. It has a committed Board of Directors that provides direction and guidance and management that provides the necessary tools and equipment and a collaborative working environment. RPPA staff have sufficient tools and equipment including a desk top or lap top for every staff and have access to internet and telephone for ease of communication.

3.2 Weaknesses

3.2.1 Staff salaries and skills gaps

RPPA seeks to employ highly qualified and competent people. However its salaries are not among the highest in the country and so staff leave for higher salaries. Whereas an invitation for employment in RPPA will receive tens or even hundreds of applicants and one of them is selected, the rate of turnover of staff is one of the highest in the country. This situation is exacerbated by recent developments where all government institutions have to have staff in charge of procurement and those who have worked at NTB/RPPA are either preferred or out compete others.

Other weaknesses relate to lack of skills by the staff in certain areas such as procurement of specialized equipment, technical specifications and lack of skills enhancement programmes since the human resource development policy is not yet in place, there are no training modules and RPPA does not carry out research in public procurement.

3.2.2 Gaps in operational systems

RPPA being a young institution, most of the necessary operational systems have not yet been established. These include: public relations services, internal communication systems, a well maintained website, reference prices, procurement regulations for schools and health centers; mechanisms for detecting, investigating and fighting corruption; guidelines regarding participation of public enterprise and NGOs in public tenders and management information systems.

3.3 Opportunities

There are two important opportunities for RPPA in being able to achieve its mission. The first one is a strong Political will to strengthen public procurement and the second one is access to the benefits of regional and international public procurement reform initiatives from the EAC, COMESA, World Bank and OECD.

3.4 Threats

The biggest threat is the existence of organizations offering higher salaries thus making RPPA vulnerable to high rates of staff turnover. The existence of people and/or organizations that might tempt RPPA staff to engage in corrupt activities is also another threat.

4 RPPA TARGETED SITUATION

4.1 Vision

RPPA, the center of regional excellence in public procurement.

4.2 Mission

Committed to fighting corruption, promoting capacity building and enhancing best practices in public procurement;

To achieve the best value for money for the government of Rwanda under efficient, transparent and fair conditions.

4.3 RPPA strategic goals

Maintain a procurement legal framework that is in conformity with modern, efficient best practices and standards;

Ensure that there is sufficient procurement capacity at RPPA as well as in procurement entities;

Ensure compliance with the law, regulations and procedures in procurement process and contract management;

Maintain public awareness of public procurement procedures, practices and issues;

Maintain a strong working relationship with the private sector and civil society in matters of public procurement;

Establish and maintain strong and efficient internal resource management systems, policies and procedures;

Collaborate with Regional and International organizations involved in public procurement reform initiatives;

Achieve professionalism in public procurement;

Establish and maintain a strong management information system (MIS) for public procurement.

4.4 Key strategic Objectives of RPPA over the three year period

Goal No. one: Maintain a procurement legal framework that is in conformity with modern, efficient best practices and standards.

Goal No. two: Ensure that there is sufficient procurement capacity at RPPA as well as in procurement entities.

Strategic Objectives

1. Providing induction training to newly recruited/appointed procurement officers and members of tender committees

As staff holding positions of procurement officers and members of tender committees keep changing, RPPA will always ensure that those staff who are new in these positions receive induction training. This means that RPPA will maintain information on staff changes in procuring entities in these positions in order to identify whom to train and when the training should be offered.

2. Institutionalizing training in public procurement

RPPA has been working with both RIAM and SFB so that those institutions can include training in public procurement in their programmes on continuous basis and offer academic qualifications up to master's degree level. These initiatives will continue and where concrete programs take off, RPPA will encourage public officials to attend such courses.

3. Ensure Procurement officers have the necessary equipment

RPPA has almost completed an inventory of equipment available to procurement officers in comparison to what is seen as a set of equipment that a procurement officer needs to be able to perform his/her duties properly. The RPPA shall advocate for those procurement officers who do not have all the necessary equipment to have them.

Goal No. three: Ensure compliance with the law, regulations and procedures in procurement process and contract management.

Strategic Objective: Carry out compliance audits in at least 40% of procuring entities every year.

RPPA shall carry out compliance audits in at least 40% of procuring entities every year. These audits shall include the examination of the procurement process and contract management and discussions of the findings with the procuring entity. Cases of fraud and corruption shall be reported to relevant authorities for action.

Goal No. four: Maintain public awareness of public procurement procedures, practices and issues.

Strategic Objectives

1. Elaborate and adopt an information education and communication strategy.

An information education and communication strategy will be adopted which among other things will include use of the media for public awareness.

2. Maintain a strong working relationship with the private sector and civil society in matters of public procurement through regular meeting.

The RPPA will hold regular meetings with members of the private sector and the civil society for consultation and sensitization.

Goal No. five: Establish and maintain strong and efficient internal resource management systems, policies and procedures

Strategic Objective

1. Adopt internal regulations that include human resource development policies and procedures: internal regulations will be adopted

Goal No. Six: Collaborate with Regional and International organizations involved in public procurement reform initiatives

Strategic Objective: Participate in workshops, conference and other activities organized by the East African Community, COMESA, World Bank and OECD.

The RPPA will participate in workshops, conferences and other activities organized by the East African Community, COMESA, World Bank and OECD

Goal No. seven: Achieve professionalism in public procurement

Strategic Objective: Ensure adoption of law governing the procurement profession, define membership criteria for the association of procurement professionals and organize potential members.

A law governing the procurement profession will be drafted and adopted by both cabinet and parliament. Criteria for membership to the association of procurement professionals will be defined and potential members organized. The criteria will include specialized training in procurement. Since very few people in Rwanda have received this specialized training, people who received diplomas from training offered by the SFB in 2005, those who received post graduate diploma training in RIAM in 2008 and those with equivalent or higher qualifications may be considered for interim membership. Full membership will be determined in accordance with international standards.

Goal No. eight: Establish and maintain a strong management information system (MIS) for public procurement

Strategic Objective: Follow up the integration of the MIS for procurement in the smart-gov software and establish a roadmap for e-procurement in Rwanda.

MINECOFIN has been developing an integrated financial management system known as smart-gov. RPPA provided the requirements for public procurement and the developers said they would be catered for. RPPA shall follow up the software development activities which are expected to become operational in July 2009.

During the three years RPPA will also develop a roadmap for e-public procurement in Rwanda and implement components that match the infrastructure developments in the country.

5. Strategy Implementation

5.1 Plan of action

RPPA STRATEGIC PLAN IMPLEMENTATION JULY 2009- JUNE 2012

Goal	Objective	Expected output	Indicators	Activity	Time frame
01.Maintain a procurement legal framework that is in conformity with modern, efficient best practices and standards	01.To avail to officials involved in public procurement a guide that will facilitate their work	A procurement user guide	User guide being used by officials involved in public procurement	Elaboration and adoption of the guide	Dec 2009
	02.To put in place a code of conduct for officials involved in public procurement	A code of conduct for officials involved in public procurement	A code of conduct for officials involved in public procurement	Elaboration and adoption of the code of conduct	June 2009
	03.To make necessary amendments to the law on procurement so as to keep it in line with best practice	An amended law	Amended law published in the official gazette	To elaborate and ensure adoption of amendments to the law on procurement	Dec 2010
	04.To raise thresholds for prior review in accordance with the law establishing RPPA	A Ministerial Order fixing thresholds for prior review	A ministerial order published in the gazette	To elaborate and ensure adoption of amendments to the law on procurement	July 2010

	05.To assess Rwanda public procurement legal framework in order to bring out its strengths and its weaknesses	Improvement in procurement system	Benchmark report	Benchmarking of public procurement legal framework	From January 2012
	06.To avail the reference prices for the most procured items	Optimization of the use public fund	Reference prices available on the RPPA website	- Collection of data; - Analyze of data ; - To publish the result	From March 2011
02. Ensure compliance with the law, regulations and procedures in procurement process and contract management	07.To produce an internal control and audit manual	An internal control and audit manual is adopted	Internal control and audit manual posted on RPPA website	Elaborate and ensure adoption of internal control and audit manual	June 2009
	08.To carry out compliance audits in at least 80 procuring entities every year and investigations reports of fraud and corruption cases reported	At least 80 procuring entities are audited every year; reports on fraud and corruption and an updated blacklist of bidders violating the law	An audit report for each audited entity and summary reports every quarter	Conduct audits in at least 80 procuring entities every year and investigate reported case of fraud and corruption and update the blacklist of bidders violating the law	July every year
	09.To ensure that requirements for the publication of procurement plans, tender awards, and decisions of independent review panels are respected by all procuring entities	Procurement plans, tender awards and decisions of independent review panels are published on the dg market and websites of procuring entities	Procurement plans, tender awards and decisions of independent review panels are published on the dg market and websites of procuring entities	Remind procuring entities of the things they must publish and monitor their compliance	From 2009

	10.To ensure that the requirement to submit a draft procurement plan alongside the budget proposal is respected	Draft procurement plans of entities submitted to MINECOFIN with budget proposals	-Procurement plans submitted; -Budget proposals submitted	Work with the Directorate of Budget in MINECOFIN to enforce the requirement to submit draft procurement plans with budget proposals	Every financial year
	11.To carry out compliance/performance assessment in procuring entities using OECD indicators	A compliance/performance report based on the OECD indicators	A report on compliance/performance using OECD indicators	Conduct a compliance/performance assessment of procuring entities using OECD indicators	Once every year
	12. Improve and insure best practices in public procurement proceedings in the field of works	Enterprises with financial and technical know-how are known by their categories	Enterprises posted on RPPA website by category	Categorization of enterprises	January 2011
	13. To avoid heavy workload to the public procuring entities	The timetable for thorough and systematic auditing operations is harmonized	A signed Memorandum of Understanding document	To elaborate and signing MoU between RPPA and OAG	April 2012
03. Maintain public awareness of public procurement procedures, practices and issues	14.Elaborate and adopt an information education and communication strategy	Information, education and communication (IEC) strategy is adopted	IEC strategy posted on RPPA website	Elaborate and ensure adoption of an IEC strategy	From Sept 2011-Dec 2011
	15.Maintain a strong working relationship with the private sector and civil society in matters of public procurement	Public Sector and Civil Society that are well informed in procurement matters	Public Sector and Civil Society that are well informed in procurement matters	Organize regular meetings with members of the private sector and civil society	Once a year in each province

	through regular meeting				
	16.Reduce errors and mistakes in public procurement operations	Improved performance of procurement officers and tender committee members	Skilled staff involved in public procurement operations	Organizing training for staff from procuring entities identified in need on public procurement operations	Every year if need arises
04.Establish and maintain strong and efficient internal resource management systems, policies and procedures	17.To adopt a new organizational structure for the RPPA	A new organizational structure of RPPA is in place and operational	A new organizational structure of RPPA is posted on the website	Follow up the adoption by cabinet of the new organizational structure	March 2010
	18.To adopt internal regulations that include human resource development policies and procedures	An internal regulations that include human resource development policies and procedures is in place	Internal regulations posted on the website	Elaborate and ensure adoption of internal regulations	From Feb 2011 – May 2011
	19.To maintain the highest financial management standards in accordance with the law and regulations	Well maintained books of accounts and financial reports given on time	Monthly, quarterly and annual reports	Keep books of accounts and produce	Every year
05.Achieve professionalism in public procurement	20.Ensure adoption of law governing the procurement profession, define membership criteria for the association of	A law governing the procurement profession is adopted; potential members are organized	Law governing procurement profession published in the official gazette	Elaborate and ensure adoption of law governing procurement profession	Feb 2011

	procurement professionals and organize potential members				
	21. Establish a working relationship with an international procurement body	Formal communication between one of Rwandan institutions and an international procurement body exist	Letters, e-mails between a Rwandan institution and an international procurement body	Continue working with RIAM to contact the Chartered Institute of Purchasing and Supply of UK	From 2009
06. Establish and maintain a strong management information system (MIS) for public procurement	22. To follow up the integration of the MIS for procurement in the smart-gov software	MIS for procurement integrated in the smart-gov	Reports on procurement being generated from the smart-gov	Follow up the integration of MIS for procurement in the smart-gov	Dec 2009
	23. To establish a roadmap for e-procurement in Rwanda and implement components that are in line with the current infrastructure	Roadmap for e-procurement exists and at least submission of bids is done online	Online submission of bids	Establish a roadmap for e-procurement and implement online submission of bids component	Dec 2011
07. Ensure that tenders awarded by RPPA during the transition are awarded in a transparent and efficient manner	24. To maintain the proportion of tenders awarded through competitive bidding at 80% and above.	A report showing that 80% or above of tenders are awarded using competitive bidding	A report showing that 80% or above of tenders are awarded using competitive bidding	Encourage open competitive tendering and discourage direct contracting	A report once every year
	25. To reduce the number of days between opening of bids and contract award from an average of 21 to 14	A report showing that the average number of days between opening of bids and award of tenders is 14 or less	A report showing that the average number of days between opening of bids	Work with individuals and teams in procurement operations unit to achieve the target	A report once every year

5.2 Funding of the Strategic Plan

Most of the strategic plan will be funded from the ordinary budget allocations to RPPA. In Jan- Jun 2009 budget this allocation was while in Jul 2009- Jun 2010 it expected to be. However, some components will require external sources of funding. This include capacity building where a twinning institution shall be hired to support SFB to develop and deliver training modules in procurement; developing and implementing an information, education and communication strategy where a consultant shall be hired to support RPPA develop the strategy and funds for media programs and promotional materials; and acquiring a software for e-procurement.

The table below shows the cost estimates.

Item	Jan-Jun 2009	2009/2010	2010/2011	Total	Source
Day to day operations	419 588 385	798 365 869	912 975 868	2 130 930 122	Ordinary budget
Developing and delivering procurement training modules	84 000 000	222 400 000	222 400 000	528 800 000	HIDA
Developing and implementing an IEC strategy	25 000 000	65 000 000	45 000 000	135 000 000	HIDA
e-procurement software		1 390 000 000	1 390 000 000	2 780 000 000	To be identified
Total				5 574 730 122	

5.3 MONITORING AND EVALUATION FRAMEWORK

Monitoring progress towards achieving the objectives of this strategic plan shall be done at staff, management and board levels. During RPPA staff general meeting, this progress will be discussed. The management of RPPA will monitor the implementation of the strategic plan on a daily basis and produce a report on its status which will be presented to the board of directors every quarter. The status of implementation of the strategic plan and progress towards achieving its objectives will always be included in the quarterly and annual reports. The planning officer will play a coordinating role in this monitoring and evaluation process.

RPPA-Organizational Chart



