



# Technical Assistance Report

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Project Number: 42075  
July 2008

**Nepal: Knowledge Transfer for Public Procurement**  
(Financed by the Republic of Korea e-Asia and Knowledge Partnership Fund)

Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 1 July 2008)

Currency Unit	–	Nepalese rupee/s (NRe/NRs)
NRe1.00	=	\$0.0146
\$1.00	=	NRs68.59

## ABBREVIATIONS

ADB	–	Asian Development Bank
FIDIC	–	Fédération Internationale des Ingénieurs-Conseils (International Federation of Consulting Engineers)
PPA	–	Public Procurement Act
PPMO	–	Public Procurement Monitoring Office
PPR	–	Public Procurement Regulations
PWD	–	public works directive
TA	–	technical assistance
UNCITRAL	–	United Nations Commission on International Trade Law

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Law, economic management and public policy
<b>Subsector</b>	–	Public finance and expenditure management
<b>Themes</b>	–	Sustainable economic growth, governance , capacity development
<b>Subthemes</b>	–	Promoting economic efficiency and enabling markets, public governance, institutional development

## NOTES

- (i) The fiscal year (FY) of the Government of Nepal ends on 15 July. FY before a calendar year denotes the year in which the fiscal year ends, e.g., FY2007 ends on 15 July 2007.
- (ii) In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. During the country programming mission of the Asian Development Bank (ADB) in January 2008, the Government of Nepal requested advisory technical assistance (TA) to strengthen the capacity of the Public Procurement Monitoring Office (PPMO). ADB granted the Government's request and included the TA in its country operations business plan for 2008.<sup>1</sup> A TA fact-finding mission was fielded from 29 May to 6 June 2008. A wrap-up meeting was held on 6 June 2008, chaired by the joint secretary of the Ministry of Finance. The mission agreed with the Government on the purpose, outputs, methodology, key activities, costs and financing plan, implementation arrangements, and scope of counterpart support.<sup>2</sup> The TA design and monitoring framework is in Appendix 1.

## II. ISSUES

2. Since the end of the decade-long conflict and the signing of the peace accord in November 2006, there has been huge demand from the people for quick delivery of development results from the Government. It is important that the people's aspirations are met for the peace and prosperity of the country, and that the development results are visible on the ground. Hence, the Government has embarked on major development projects that require transparency, accountability, economy, and efficiency. Good governance is one of the major pillars in the Government's 3-year interim plan (2008–2010).<sup>3</sup> The Government is committed to obtaining maximum value from public expenditure through an improved public procurement system. Experience in other countries has shown that a sound public procurement system has contributed to 15% savings in public expenditure. In Nepal, where government procurement comprises about 15% of gross domestic product, such savings would boost the budget significantly and could be utilized to help meet the Millennium Development Goals by 2015.

3. The Government—together with ADB, Department for International Development of the United Kingdom, Japan Bank for International Cooperation, and World Bank—conducted a joint country portfolio review mission in September 2006. The mission identified three major themes as pivotal factors to improve project implementation and enhance portfolio performance in Nepal: (i) financial management, (ii) results-based reporting, and (iii) procurement management. Subsequently, the Government promulgated the Public Procurement Act (PPA) in January 2007 and approved the Public Procurement Regulations (PPR) in August 2007. These initiatives have been an important step in reforming the procurement system—thereby establishing the basic principles of procurement of transparency, open and fair competition, economy, and efficiency.

4. More importantly, the Government established PPMO in August 2007 as a central agency responsible for developing and sustaining a well-functioning public procurement system. PPMO is headed by a secretary and has 18 full-time staff. The major activities initiated by PPMO so far are (i) briefing of the PPA and PPR to all secretaries of line ministries; (ii) selection of members for the procurement review committee; (iii) training on procurement at the regional and center level; (iv) establishment of procedures on debarment hearings; (v) networking for establishing a website; and (vi) support to all procuring entities.

5. A joint workshop organized by the Government, ADB, and World Bank in May 2007 concluded that there is an urgent need for TA to support PPMO for effective implementation of

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<sup>1</sup> ADB. 2007. *Country Operations Business Plan (2008–2010): Nepal*. Manila.

<sup>2</sup> The TA first appeared in the business opportunities section of ADB's website on 16 June 2008.

<sup>3</sup> National Planning Commission. 2007. *Three-Year Interim Plan (2008–2010): Nepal*.

the PPA and PPR. The workshop identified five major areas of support: (i) establish a procurement system; (ii) build capacity of PPMO; (iii) create a public procurement monitoring system; (iv) produce standard bidding documents for works, goods, consulting services, and other services; and (v) explore e-procurement. The Government requested ADB assistance for capacity building of PPMO and knowledge sharing, so that an effective and efficient national procurement institution could be developed. Knowledge transfer for public procurement is crucial for the Government to accelerate development efforts and improve project implementation. Strengthening PPMO through TA is envisaged to play a vital role.

6. The TA will be financed by the Republic of Korea e-Asia and Knowledge Partnership Fund, which aims to contribute to poverty reduction and economic and social development in ADB's developing member countries. The major objectives of the fund are to (i) strengthen the capacity of developing member countries to achieve the Millennium Development Goals; (ii) promote information and communication technology; and (iii) bridge the digital divide, through national and regional e-strategies. The TA concept paper was reviewed by the e-Asia and Knowledge Partnership Fund review committee,<sup>4</sup> and submitted for funding from the Government of the Republic of Korea, Funding for the TA was approved on 11 April 2008.

7. Improving transparency in public procurement proceedings, strengthening the capacity of procuring agencies, and institutional development of anticorruption institutions are an operational priority for instilling good governance that was identified as one of the three pillars of the 2005–2009 country strategy and program for Nepal.<sup>5</sup> The TA is conceptually, programmatically, and procedurally aligned with the country strategy and program. It will address the policy, institutional, and information technology aspects of procurement. A strengthened PPMO could facilitate the Government's poverty reduction and economic development targets through more efficient and effective public procurement.

8. The World Bank supports the initiative to strengthen PPMO and will establish an e-procurement system. It is also processing TA for preparing a procurement business plan, developing an awareness and disseminating strategy, supporting exposure visits to other countries, and conducting procurement training at regional and zonal levels for core implementation of the PPA and PPR. Both TA projects from the World Bank and ADB will address the immediate needs of PPMO without any duplication in the areas of assistance.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

9. The TA impact is to improve the efficiency and transparency in public procurement of works, goods, and services to promote good governance. The outcome of the TA is strengthened procurement capacity of the Government.

10. The outputs of the TA are (i) publication of standard bidding documents and public works directives; (ii) monitoring and evaluation unit strengthened; (iii) procurement website established; (iv) training module developed; (v) norms for debarment developed; and (vi) e-procurement strategy prepared.

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<sup>4</sup> The committee is chaired by the deputy director general of Regional and Sustainable Development Department with representatives from the Central Operations Services Office, Central and West Asia Department, East Asia Department, Office of Information Systems and Technology, Pacific Department, and South Asia Department.

<sup>5</sup> ADB. 2004. *Country Strategy and Program (2005–2009): Nepal*. Manila.

## **B. Methodology and Key Activities**

11. The TA will be implemented through extensive consultations with related stakeholders including government agencies, contractors, and consulting associations in Nepal. It will be implemented in close coordination with the World Bank and other development partners so that the Government's procurement system can be harmonized and strengthened. It will include the activities summarized below.

12. **Policy Advice and Dialogue.** A clear working policy with norms for debarment of bidders, consultants, and suppliers—on the grounds of corrupt, fraudulent, collusive, and coercive bidding practices—will be developed. The policy will also outline the guidelines for debarment when contractual obligations are not complied with during contract implementation. The norms will clearly spell out the debarment procedures to be followed by PPMO, from notification of procuring entities to final enforcement of debarment.

13. **Capacity Building and Institutional Development.** The TA will (i) strengthen the monitoring and evaluation unit of PPMO to provide proper institutional arrangements for independent review of public procurement proceedings and to give advice on effective implementation of the PPA and PPR; (ii) develop curriculum and training modules for procurement training; and (iii) train PPMO staff on the United Nations Commission on International Trade Law model of arbitration and International Federation of Consulting Engineers conditions of contracts.

14. **Publications.** The TA will support (i) preparation of standard bidding documents for procurement of works, goods, consulting, and other services in accordance with the PPA and PPR and standard forms for contracts and prequalification documents for mandatory use by all procuring agencies at all levels; and (ii) review of the existing public works directives, instructions, technical notes, and manuals in line with the provisions of the PPA and PPR to ensure that public procurement procedures are uniformly and transparently applied by all procurement practitioners.

15. **Studies and Analytical Work.** The TA will enhance the knowledge of PPMO staff on successful implementation of modern procurement legislation and best practices of relevant countries, including Republic of Korea, Malaysia, and Singapore through overseas study and observation.

16. **Implementation of PPA and PPR.** The TA will facilitate (i) full-fledged implementation of the PPA and PPR through operation of PPMO as an agent of reform during the entire TA period; and (ii) further reforms on procurement based on lessons from implementation of the PPA and PPR.

17. **Networking and Dissemination.** A PPMO website will be established to provide information on public procurement as mandated by the PPA. An e-procurement strategy will be developed to move toward full-fledged e-procurement, including policy and legislative recommendations. The information on public procurement procedures will be disseminated through seminars and workshops.

## **C. Cost and Financing**

18. The TA is estimated at \$600,000 equivalent, of which the Government has requested ADB to finance \$500,000. The TA will be financed on a grant basis by the e-Asia and

Knowledge Partnership Fund, to be administered by ADB. The Government will finance the remaining \$100,000 equivalent to cover the costs of counterpart staff, office accommodation and utilities, and office equipment. The Government has been informed that the approval of the TA does not commit ADB to finance any ensuing program. The details of the cost estimates are in Appendix 2.

#### **D. Implementation Arrangements**

19. ADB will be the Executing Agency. PPMO, under the Office of the Prime Minister and Council of Ministers, will be the Implementing Agency. A TA coordination unit will be established under PPMO and will be headed by the TA director at the joint secretary (technical) level. The TA director will be responsible for day-to-day TA implementation and regularly report on the status of the TA to the secretary of PPMO as well as ADB. Two full-time PPMO staff with extensive knowledge on PPMO procurement will be assigned as the counterpart staff. The secretary of PPMO will provide overall guidance to the TA coordination unit and review all the TA outputs.

20. A steering committee will be formed, chaired by the secretary of PPMO. The members of the steering committee will be at the undersecretary level from the Ministry of Finance; Financial Comptroller General Office; Ministry of Physical Planning and Works; Ministry of Law, Justice and Parliamentary Affairs; and National Planning Commission. The steering committee will coordinate with the line ministries and provide overall guidance on policy initiatives undertaken by the TA.

21. The TA will be implemented over 24 months, with the estimated start date of September 2008 and completion target of August 2010. The detailed implementation schedule is in Appendix 3. Consultants for a total of 43 person-months will be recruited through a firm using the quality- and cost-based selection method, in accordance with ADB's *Guidelines on the Use of Consultants* (2007, as amended from time to time). One international e-procurement specialist (3 person-months) and eight national consultants (total input of 38 person-months) will be engaged. The national specialists will be as follows: (i) institutional development specialist and team leader, (ii) three procurement specialists, (iii) procurement training specialist, (iv) monitoring and evaluation specialist, (v) information technology specialist, and (vi) contract management specialist. There is provision for unallocated national consulting inputs of 2 person-months, which will be utilized on an as-needed basis during TA implementation. The detailed terms of reference of the consultants are in Appendix 4. The equipment will be procured in accordance with ADB's *Procurement Guidelines* (2007, as amended from time to time) and will be handed over to PPMO after completion of the TA.

#### **IV. THE PRESIDENT'S DECISION**

22. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$500,000 to the Government of Nepal to be financed on a grant basis by the Republic of Korea e-Asia and Knowledge Partnership Fund for Knowledge Transfer for Public Procurement, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Indicators/Targets	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b> Improved efficiency and transparency in public procurement of works, goods, and services to promote good governance</p>	<ul style="list-style-type: none"> <li>Total time required in procurement process reduced by at least 25% by 2010</li> </ul>	<ul style="list-style-type: none"> <li>PPMO records</li> <li>Procurement cells database</li> </ul>	<p><b>Assumption</b></p> <ul style="list-style-type: none"> <li>Government's firm commitment to implement PPA and PPR</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Weak procurement capacity of procuring agencies</li> </ul>
<p><b>Outcome</b> Procurement capacity of the Government strengthened</p>	<ul style="list-style-type: none"> <li>Departments handling major infrastructure projects under Ministry of Physical Planning and Works, Ministry of Water Resources, and Ministry of Local Development express readiness to follow PPA and PPR by August 2008</li> <li>Strengthened capacity of PPMO to implement policies, issue directives to procurement cells, and monitor and evaluate procurement proceedings</li> <li>PPMO effectively monitors all public procurement</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring reports by PPMO</li> <li>Meetings with PPMO</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Full support, assistance, and cooperation from all concerned government ministries and agencies</li> <li>Capacities are developed in PPMO</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>Lack of trained staff in line ministries and departments</li> </ul>
<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>Standard bidding documents and PWDs published</li> <li>Monitoring and evaluation unit strengthened</li> <li>Procurement website established</li> <li>Training module to train the trainers developed and people trained</li> </ol>	<ul style="list-style-type: none"> <li>Standard bidding documents revised by December 2008</li> <li>PWDs updated by June 2009</li> <li>Strengthening of monitoring and evaluation unit in PPMO completed by December 2009</li> <li>Procurement website established by December 2008</li> <li>Training module prepared by December 2008</li> <li>Procurement training for staff of procuring entities, contractors and suppliers initiated by June 2009 and capacity development completed by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>PPMO records</li> <li>TA progress report</li> <li>TA progress report</li> <li>Meetings with PPMO</li> <li>ADB TA missions</li> <li>National stakeholder meetings</li> <li>TA progress report</li> <li>Meetings with PPMO</li> </ul>	<p><b>Assumption</b></p> <ul style="list-style-type: none"> <li>Full support, assistance, and cooperation from all concerned government ministries and agencies</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Slow decision process at department level</li> <li>Frequent transfer of trained staff</li> <li>Weak commitment on implementation of act and regulations</li> </ul>

Design Summary	Performance Indicators/Targets	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>5. Norms for debarment of bidders and suppliers prepared</p> <p>6. e-procurement strategy</p>	<ul style="list-style-type: none"> <li>• Norms outlining the detailed criteria prepared by October 2009</li> <li>• Assessment of capacity of PPMO on e-procurement by June 2009</li> <li>• Identification of institutional constraints for implementation of e-procurement by December 2009</li> </ul>	<ul style="list-style-type: none"> <li>• TA progress report</li> <li>• Meetings with PPMO</li> <li>• ADB TA missions</li> </ul> <ul style="list-style-type: none"> <li>• TA progress report</li> <li>• Meetings with PPMO</li> <li>• ADB TA missions</li> </ul>	
<p><b>Activities with Milestones</b></p> <p>1.1 Review and prepare standard bidding documents by consultants within 6 months after TA commencement.</p> <p>1.2 Review update of PWDs by consultant within 12 months after TA commencement</p> <p>1.3 Establish procurement website within 6 months after TA commencement</p> <p>1.4 Establish monitoring and evaluation unit 6 months after TA commencement</p> <p>2.1 Prepare training curriculum for procurement entities within 6 months after TA commencement</p> <p>2.2 Prepare training module within 6 months after TA commencement</p> <p>2.3 Complete training to government staff, consultants, and contractor within 12 months after TA commencement</p> <p>3.1 Prepare debarment norms for bidders and suppliers within 18 months after TA commencement</p> <p>4.1 Assess capacity of PPMO to implant e-procurement within 12 months after TA commencement</p> <p>4.2 Identify institutional constraints to implement e-procurement within 18 months after TA commencement</p>			<p><b>Inputs</b></p> <p><b>ADB</b></p> <ul style="list-style-type: none"> <li>• TA financing of \$500,000 on grant basis by ADB's e-Asia and Knowledge Partnership Fund</li> <li>• 3 person-months of international and 40 person-months of national consultants</li> </ul> <p><b>Government</b></p> <ul style="list-style-type: none"> <li>• Office accommodation: \$50,000</li> <li>• Remuneration and per diem of counterpart staff: \$30,000</li> <li>• Other: \$20,000</li> </ul>

ADB = Asian Development Bank, PPA = Public Procurement Act, PPMO = Public Procurement Monitoring Office, PPR = Public Procurement Regulations, PWD = public works directive, TA = technical assistance.

## COST ESTIMATES AND FINANCING PLAN

Item	Total Cost
<b>A. Republic of Korea e-Asia and Knowledge Partnership Fund<sup>a</sup></b>	
1. Consultants	260,000
a. Remuneration and Per Diem	200,000
i. International Consultants (3 person-months)	80,000
ii. National Consultants (40 person-months)	120,000
b. International and Local Travel	40,000
c. Reports and Communication	20,000
2. Equipment	30,000
3. Workshop/Seminar	40,000
4. Procurement Training	40,000
5. Study Tour	20,000
6. Establishment and Operationalization of Website	30,000
7. Miscellaneous Administrative and Support Cost	30,000
8. Contingencies	50,000
<b>Subtotal (A)</b>	<b>500,000</b>
<b>B. Government of Nepal Financing</b>	
1. Office Accommodation	50,000
2. Remuneration and Per Diem of Counterpart Staff	30,000
3. Transportation	20,000
<b>Subtotal (B)</b>	<b>100,000</b>
<b>Total</b>	<b>600,000</b>

<sup>a</sup> Administered by the Asian Development Bank.  
Source: Asian Development Bank estimates.



No.	Activity	2008		2009				2010		
		III	IV	I	II	III	IV	I	II	III
<b>V</b>	<b>Monitoring and Evaluation</b>									
1	Review PPMOs organizational structure	■								
2	Develop reporting mechanism		■							
3	Strengthen monitoring and evaluation unit		■							
4	Prepare baseline indicators, including public expenditure and financial accountability		■							
<b>VI</b>	<b>Establishment of Website</b>									
1	Analyze website need	■								
2	Establish user-friendly website		■							
3	Train related staffs		■	■		■		■	■	
<b>VII</b>	<b>E-Procurement Strategy</b>									
1	Assess Government's need for policy and regulation on e-procurement							■		
2	Review current technology standard							■		
3	Assess infrastructure requirements for e-procurement							■		
4	Report preparation and develop implementation strategy and action plan							■		
<b>B.</b>	<b>Consultancy Schedule</b>									
<b>I</b>	<b>International Consultant</b>									
1	E-procurement specialist (3 person-months)							■		
<b>II</b>	<b>Domestic Consultants</b>									
1	Institutional development specialist and team leader (10 person-months)		■						■	■
2	Procurement specialist for civil works (6 person-months)	■	■							
3	Procurement specialist for goods (3 person-months)		■							
4	Procurement specialist for consulting and other services (3 person-months)		■							
5	Monitoring and evaluation specialist (4 person-months)		■							
6	Information technology specialist (4 person-months)		■							
7	Procurement training specialist (4 person-months)			■						
8	Contract management specialist (4 person-months)					■				

FIDIC = Fédération Internationale des Ingénieurs-Conseils (International Federation of Consulting Engineers), PPA = Public Procurement Act, PPMO = Public Procurement Monitoring Office, PPR = Public Procurement Regulations, PWD = public works directive, UNCITRAL = United Nations Commission on International Trade Law.

Source: Asian Development Bank.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Overall Outcome

1. The outcome of the technical assistance (TA) is strengthened procurement capacity of the Government to promote good governance. The major outputs will be standard bidding documents prepared, public works directives updated, manuals updated, training modules developed, the evaluation and monitoring unit strengthened, a procurement website established, and norms developed for debarment. These are the key tools for the Public Procurement Monitoring Office (PPMO) to implement the Public Procurement Act (PPA), 2007, and Public Procurement Regulations (PPR), 2007.

2. The consultants will work closely with PPMO and associated departments to achieve the outputs and outcome. The consultants will ensure effective participatory planning when preparing relevant documents and will conduct stakeholders' workshops before finalizing the documents and approval by PPMO.

### B. Consulting Services Requirements

3. The TA will require a total of 43 person-months of consultant inputs: one international consultant for 3 person-months, eight national consultants for 38 person-months, and 2 unallocated person-months. The consultants will have substantial experience relevant to procurement, e-procurement, contract management, and capacity development.

#### 1. e-Procurement Specialist (international, 3 person-months)

4. The specialist will develop a comprehensive strategy, including steps and guidelines, for introducing e-procurement in Nepal. The consultant will undertake the following tasks:

- (i) In consultation with all stakeholders, review and define strategic goals for PPMO in terms of facilities, products, and customer service initiatives for development of e-procurement.
- (ii) Assess the Government's need for policy and regulation on e-procurement.
- (iii) Review and analyze the current technology infrastructure and standards, and determine technology goals and standards that support the needs of the current processes, as well as the infrastructure requirements for e-procurement initiatives.
- (iv) Develop a strategic plan for implementation of e-procurement.

#### 2. Team Leader and Institutional Development Specialist (national, 10 person-months)

5. The specialist will develop a comprehensive organization strategy and framework, including business plan, for institutional development of PPMO and effective TA management. Specific tasks are as follows:

- (i) Liaison effectively with PPMO to deliver outputs and outcomes of the TA.
- (ii) Undertake a review and develop an organization strategy for institutional development of PPMO.
- (iii) Develop a framework and business plan for PPMO so that a transparent procurement system can be established.

- (iv) Assess and build the capacity of staff for undertaking and sustaining institutional development efforts.
- (v) Coordinate and manage other consultants working for the TA so that the TA outcomes are achieved.
- (vi) Prepare monthly and quarterly progress reports for submission to ADB and PPMO in a timely manner.
- (vii) Coordinate with other consultants and government officials for preparation of the TA inception and completion reports.

**3. Procurement Specialists** (3 national consultants, 4 person-months)

6. The specialists will prepare standard bidding documents for works, goods, consulting, and other services; and update directives and manuals for procurement of works, goods (including that of the health sector), consulting, and other services. Specific tasks are as follows:

- (i) Review the PPA and PPR.
- (ii) Prepare standard bidding documents for works, goods, services, and other services in accordance with the PPA and PPR.
- (iii) Examine the contract conditions of other development partners to develop a harmonized document.
- (iv) Review and update existing public works directives, instructions, technical notes, and manuals.

**4. Procurement Training Specialist** (national, 4 person-months)

7. The specialist will prepare a report on a comprehensive learning and development strategy for capacity development of PPMO, and a curriculum and training module for training programs. Specific tasks are as follows:

- (i) Assess and develop a comprehensive learning and development strategy for capacity development of PPMO.
- (ii) Design and develop curriculum for PPMO staff and other related agencies.
- (iii) Deliver training programs based on the curriculum developed.
- (iv) Develop resource persons and trainers of trainees for future programs.
- (v) Develop training modules and materials for all procurement-related activities, including debarment for trainers and trainees.
- (vi) Develop criteria for accreditation and qualification of procurement staff in all procuring entities.

**5. Monitoring and Evaluation Specialist** (national, 4 person-months)

8. The specialist will prepare a framework for establishing a results-based monitoring and evaluation system, including the cost estimates; and strengthen the monitoring and evaluation unit in PPMO. Specific tasks are as follows:

- (i) Review PPMO's organization structure and develop a framework for establishing a results-based monitoring and evaluation system.
- (ii) Develop reporting arrangements and formats, ensuring effective links and coordination among stakeholders.

- (iii) Facilitate the establishment of a monitoring and evaluation system so that a proper reporting and enforcing mechanism is developed for procurement proceedings, implementation of procurement rules, and regulations and auditing.
- (iv) Prepare baseline procurement indicators, including public expenditure and financial accountability indicators.

**6. Information Technology Specialist** (national, 4 person-months)

9. The specialist will develop a PPMO website. Specific tasks are as follows:

- (i) Review and analyze PPMO's organization structure and operation for the development of a website.
- (ii) Establish a user-friendly website so that procurement-related information is accessed and disseminated effectively and efficiently.
- (iii) Train related staff for continuous update and feedbacks.

**7. Contract Management Specialist** (national, 4 person-months)

10. The specialist will develop comprehensive policies and procedures for contract administration. Specific tasks are as follows:

- (i) Develop guidelines and procedures of contract administration.
- (ii) Develop a manual related to arbitration procedure based on the model of the United Nations Commission on International Trade Law and dispute resolution procedures in the International Federation of Consulting Engineers and multilateral development bank contract conditions.
- (iii) Develop norms and procedures for debarment of bidders, consultants, and suppliers when malpractice occurs during the procurement process.