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DEVELOPING GHANA'S PRIVATE SECTOR THROUGH PUBLIC PROCUREMENT

The tremendous contributions of the private sector to any economy cannot be over emphasized. All over the world, it contributes substantially to the provision of varied goods, construction of works and the provision of technical services which in the long run yields income, employment opportunities and improves on balance of payments for any economy.

A Statement at the end of the 2013 Organization for Economic Cooperation and Development(OECD) Ministerial Council Meeting (MCM) on the theme- "**Its all about People, Jobs, Equality and Trust**", re-echoed the fact that there is no substitute to the attainment of economic growth except through the implementation of business enabling policies for the private sector.



“Its all about People, Jobs, Equality and Trust”

EDITORIAL

In Africa, the story is no different as the private sector, is said to account for about 2/3 of total investments and 4/5 of total consumption (Institute for the study of labour (IZA).

With public procurement absorbing over 50% of government’s revenue and contributing about 17% to Ghana’s GDP, it is expected that private sector’s involvement in this business function of governments will bring about the needed growth to the economy.

However, the staggering truth is that, a good majority within the private sector are becoming cynic and apathetic towards public procurement as its being perceived to be a “no-go” arena where governments are seen to be slow payers, have overbearing requirements and award contracts to unqualified suppliers.

It is to address these challenges that the PPA as part of its mission statement has the objective to develop a public procurement system that inspires confidence and promotes a competitive local industry. Perhaps, with the rising unemployment levels and worsening balance of payments, its high time developing economies make deliberate policies to mainstream the concerns of the private sector into public procurement processes in order to accelerate a sustainable and inclusive growth.

More efforts will have to be put in place to enhance access to tendering opportunities, build their capacities to successfully bid for public tenders and improve on monitoring and audit mechanisms in order to ensure greater transparency and accountability in the process.

To this end, the PPA in this publication will seek to discuss some of the issues pertinent to the private sector. The ensuing pages will among others take a critical look at how the skills and drive for innovation among the private sector can be enhanced in bridging Ghana’s infrastructure gap. We will also share with you a brief report on PPA’s private sector capacity building efforts, the benefits of e-procurement to the private sector, a discussion on Ghana’s Public Private Partnership (PPP) policy as well as an article on Ghana’s margin of preference provisions for the local industry. 📖

Read on.

Rhoda Ewurabena Appiah –Head, Public Affairs, PPA

7.5%
of contracts were awarded through
Price Quotation
in 2011

A Margin Of Opportunity For The Private Sector

The private sector in Ghana is widely considered to be the engine of growth for our economy however, it is one sector that is beset with countless operational difficulties such as the problems associated with raising capital and other regulatory constraints. These notwithstanding, it is believed that an effective public procurement system holds the significant potential for the private sector to sell their worth and thereby fuel and propel this engine for a more accelerated growth and development.

As a business process within a political system, public procurement contributes immensely to the economies of developing countries with over 17 percent contribution to the gross domestic product (GDP)—an indication that if properly managed, public procurement has the capacity to greatly transform our economies, provide more jobs, and increase internal capacity for growth in our markets.

No wonder, the development of the local industry continues to remain the key focus of successive governments, hence, the enactment of the Public Procurement Act, 2003 (Act 663). On a whole, the Act can be said to provide a conducive framework within which the solicitation of tenders, evaluation of tenders, award of contracts, usage and disposal of goods, works and services can be done.

It also gives a wide avenue within which local industries can explore and position themselves to be providers of what is required by public entities. For instance, per the Act, public agencies are expected to publish tender notices in at least two widely circulated newspapers so that providers of such goods or services can respond appropriately and effectively compete among themselves for tenders.

Furthermore, guided by the principles of fairness, competitive and the quest for value for money, entities as a matter of principle are not allowed to develop specifications to suit any particular brand, but rather, are to prepare detailed specifications of need items/services in a manner that is free of any ambiguities and encourage a level playing field for all competing firms.

Moreover, should a tenderer suspect any foul dealings or feel aggrieved after any procurement process at the entity level, the Act (according to Sections 79, 80, 81) grants clear provisions on how such tenderers can seek redress.

Another provision in the Act 663 that should excite and inspire confidence among players in the private sector in Ghana is the **Margin of Preference** as prescribed in Section 60. The term Margin of Preference can be defined in “layman’s” understanding as a special concession or preferential treatment given to local Suppliers/Contractors/Consultants over their foreign competitors when tendering for the same goods, works and services. It is given in percentage terms on the value of the contract. These margins are granted to locally registered companies during the Evaluation Stage and are designed to give preference to local Suppliers and Contractors (irrespective of the nationality of the proprietor) competing with foreign Suppliers and Contractors.

To effectively apply these margins, entities are expected to do so in accordance with stipulated guidelines presently available on PPA’s website: www.ppbghana.org. According to these guidelines, public agencies are expected to accept “Made in Ghana” products of comparable or better quality even if they are a little more expensive than those being imported into the country.

Thus, its policy objective is to promote local goods and services and assist the local business community to become competitive and efficient suppliers to the public sector.

The margins and their mode of application vary according to the procurement being done. For instance, to qualify for a maximum of 20% margin of preference, a tenderer of domestic goods (equipment, materials and consumables) must show in its tender documents that it uses local labour, raw materials and other components from Ghana which account for 15% or more of the Ex-Works. The ex-works price of a product is defined as “the title and risk passed on to the buyer once goods/products leave the warehouse”. On another hand, if the bulk of the raw materials/components of the goods are imported, then the tenderer can qualify for about 15% margin of preference if local labour and other components from Ghana constitute 10% or more of the Ex-Works (EXW) price of the product.

Domestic contractors tendering for Works (construction, repairs, rehabilitation etc.), stand a chance of enjoying 10% margin of preference when bidding under International Competitive Tendering. If the firm is fully registered and incorporated under the laws of Ghana, has a majority shareholding by Ghanaians and shows preparedness not to subcontract more than 50% of the total value of the works to foreign contractors then it can enjoy the maximum of the 10% margin.

Joint Venture firms (between domestic contractor(s) and foreign partner(s)) can also enjoy up to 7–5% margin of preference if the domestic partner would otherwise not qualify for the works on technical/financial grounds without its foreign partner’s participation. The domestic partner(s) must be able to give ample indication of benefits not less than 30% profit share in the joint venture.

A third category of eligibility for margin of preference under Works is a 7–5% margin of preference that is granted to Foreign Firms willing to subcontract 30% or more of the value of the contract to a domestic contractor.

Moreover, in the case of the procurement of consultancy services, domestic consultants can be granted a minimum of 10 points during the evaluation of Technical proposals, provided 40% of its Key Personnel are Ghanaians in either a wholly Ghanaian owned firm or a joint venture led by a foreign firm.

With all these provisions in place, one would wonder why we are not reaping the gains thereof. Perhaps, its time public entities are encouraged to apply these guidelines to the latter as and when necessary. The PPA will also continue with its training and capacity building efforts to ensure that the private sector appreciates these provisions and align their tenders appropriately in order to maximize its benefits. 🏠

Rhoda Ewurabena Appiah-Head, Public Affairs, PPA

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PPA Board Inspects Sea Defence Projects At Sakumuno And Atorkor

Section 3(d) of the Public Procurement Act, 2003 (Act 663) mandates the Public Procurement Authority (PPA) to monitor and supervise public procurement and ensure compliance in the procurement processes. In fulfilling this mandate, the Governing Board of the PPA embarked on a working visit to Sakumuno and the Atorkor sea defence projects in the Greater Accra and the Volta Regions respectively on 14th June, 2013 to acquaint themselves with work done.

At Sakumono, Mr. Hubert Osei Wusu-Ansah, Acting Director of the Hydrological Services Department of the Ministry of Water Resources, Works and Housing disclosed that the second phase of the Sakumono sea defence project is to begin soon. This follows the completion of the first phase, involving the laying of armour rock to protect the rail line leading to the Tema harbour. The 3.7 kilometre project costing GH¢40 million is expected to be completed by 2015.

According to him, the second phase would effectively secure the main Nungua-harbour road and at the same time provide an enabling environment for the fisher folks to go about their normal duties.

Briefing the Board at Atorkor, Mr. Hubert Osei Wusu-Ansa said work on the third and final phase of the sea defence project at Atorkor-Dzita-Abyanui in the Keta Municipality, which is estimated to cost \$11 million is expected to begin soon.



Some members of PPA Board inspects project.



The completion of the project, scheduled for June 2014, involves the construction of seven groynes into the sea to protect the boulders along the 2.7-kilometre stretch of the shoreline. The project when completed is expected to put an end to the persistent degradation of the coastal stretch of the Keta Municipality and improve the economic growth of the community.

According to him, the first and second phases of the project, valued at \$30 million and \$11 million respectively, saw the construction of boulders on the shore line to stop the sea from reaching the new road and communities. It also involved the construction of three-kilometre road and the laying of strong wire mesh to protect the coastline against the sea waves.

At the end of the inspection tour, the Chairman of the PPA governing board, Commodore Steve Obimpeh (Rtd), commended Amandi Company Limited, contractors of the project, for living up to their corporate social responsibility by providing for the community a new computer laboratory, playground, 40 computers and renovating a school which was nearly washed away by the sea.

He urged the contractors to expedite action on the second phase of work in order to complete the project on schedule. "we are closely monitoring your work, government is grateful for all you are doing, keep it up, so that collectively, we shall get value of what you are doing", he exhorted them.

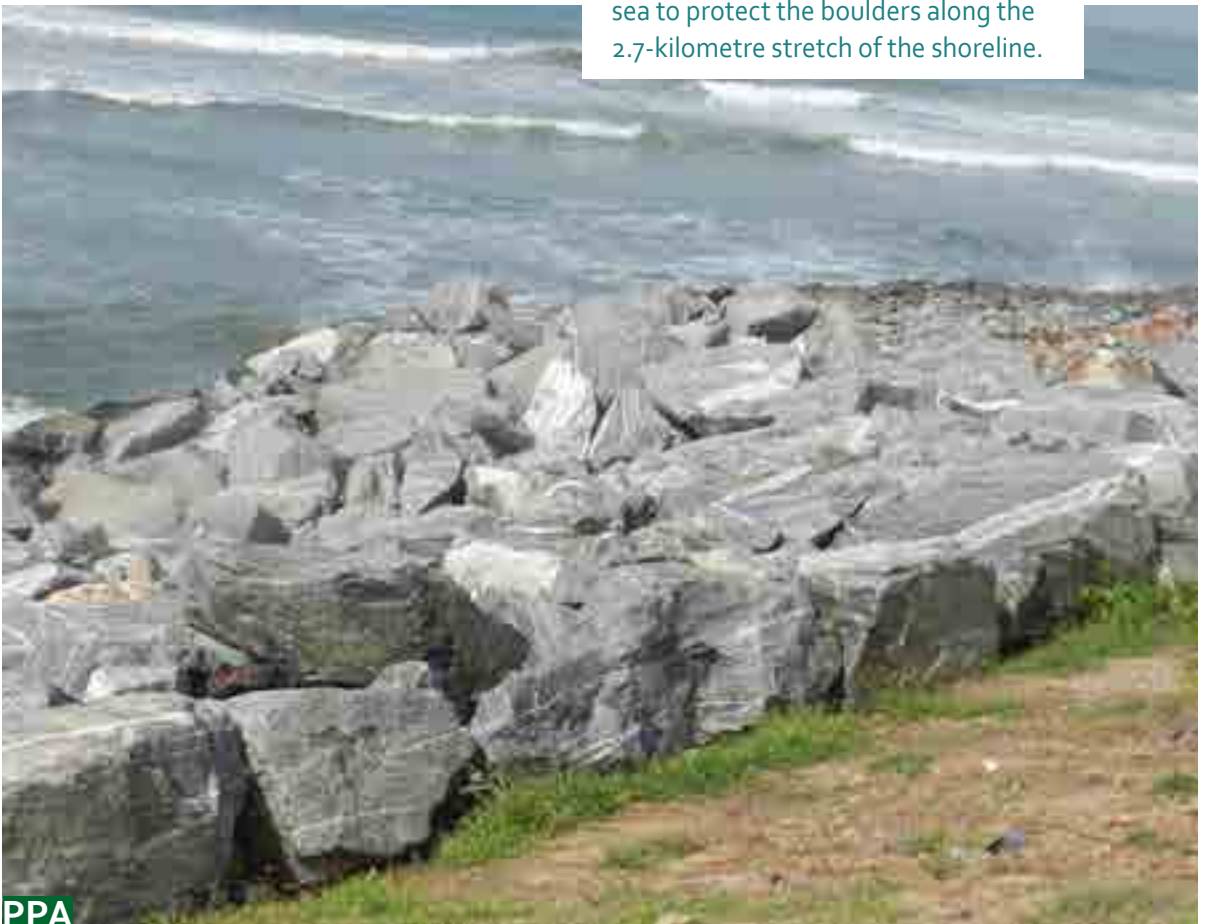
David Sebastian Damaoh-Public Affairs Officer, PPA



L-R: Hon. Samuel Sallas-Mensah-CEO, PPA, Mr. Hubert Osei-Wusu-Ansah-Ag. Director of Hydrological Services Department, Commodore Steve Obimpeh (rtd.)-Board Chairman, PPA and Mr. Dror Tahar-Business Dev't. Manager, Amandi Company Limited



The completion of the project, scheduled for June 2014, involves the construction of seven groyne into the sea to protect the boulders along the 2.7-kilometre stretch of the shoreline.



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Procurement News Around The World

Review Public Procurement Act

FORMER AGI PRESIDENT

The immediate past president of the Association of Ghana Industries (AGI), Nana Owusu-Afari, has called on government to review the Public Procurement Act to make it obligatory for its agencies to source at least half of their goods and services from local producers.

According to him this is the only way to boost local production of goods and spur the growth of local industries.

He said: "If internal markets are created for locally produced goods and services, there will be boom in industrial growth because imports will be created for the youth and wealth will be created for the good of all the country".

The outgoing AGI president further encouraged Ghanaians to patronize made-in Ghana products to boost local production and growth.

Source: The Ghanaian Times

PUBLIC PROCUREMENT DIRECTIVE 'UNCLEAR' ON GUARANTEEING QUALITY SOCIAL SERVICES

The putting up of social services for tender has had considerable impact on people with disabilities and social and health services across the EU, writes Sirpa Pietikäinen.

In December 2014, the European parliament is going to vote on proposed directive on public procurement, following a proposition by the commission in 2011.

Even though there is no obligation for public authorities to externalise the provision of social services of general interest and to follow public procurement procedures, social care services have been increasingly put up for tender in recent years across the EU, which has had considerable implications for social and health services in general and for services for people with disabilities in particular.

In some cases priority was given to the cheaper proposal, which has an impact on the quality, accessibility and affordability of the social services provided.

We need to guarantee quality social services in the future and for this we need take action now. The issue will be discussed by the European association of service providers for persons with disabilities, MEPs, EU policymakers, service providers, service users' organisations and other representatives from civil society.

Source: www.theparliament.com/...news/

THE 6TH EAST AFRICAN PROCUREMENT FORUM —KAMPALA 2013

"Achieving Value for Money in Public Procurement" was the theme for the 2013 East African Public Procurement Forum (EAPF). The Forum brought together about 250 participants from Burundi, Kenya, Rwanda, Tanzania and Uganda.

The main objective of the forum was to serve as a framework that helps participants learn and benchmark each other on their respective public procurement systems including policies and enforcement measures.

Source: www.ppda.go.ug

GOVT STREAMLINES PROCUREMENT RULES

New Zealand's Economic Development Minister Steven Joyce has announced the release of new rules on Government procurement that will make it easier for smaller companies to tender for Government contracts and provide better value for money for taxpayers.

This new framework is user-friendly for companies, transparent, and is in-line with international trade obligations.

"Introducing greater efficiency and transparency into Government procurement will help us deliver on our priority of building a stronger economy and delivering better public services within tight fiscal constraints."

The new set of rules replaces 44 different pieces of legislation, Cabinet directives, and miscellaneous guidance released by a multitude of Government agencies over many years.

The emphasis will shift from who can deliver the lowest upfront costs to who can deliver the best value for money and other direct financial benefits over the life of a contract.

The new procurement rules start on 1 October 2013 and will apply to all Public Service departments.

Source: www.voxy.co.nz

MORE GOVERNMENT CONTRACTS GO ONLINE TO HELP SMALL AND LARGE FIRMS

Billions of pounds worth of government business opportunities have been posted online to help small and large companies plan ahead.

In total nearly £79bn worth of opportunities across sectors including construction, ICT, health and local government have been placed online.

"Publishing up-to-date information in one central place about future government needs helps UK businesses to plan, get ahead of the game and grow," said Cabinet Office minister Chloe Smith.

"This encourages suppliers of all sizes, and especially smaller suppliers, to think innovatively about how they could deliver effective government services, and promotes highly competitive bids that provide maximum value for taxpayer money."

Source: http://www.publicservice.co.uk/news_

Factors Affecting Pricing Of Goods, Works And Services

INTRODUCTION

Pricing of items to be procured is an activity which requires the exercise of care. When the process is handled casually, an Entity may end up under-estimating the cost of what is to be procured and find itself with higher priced tenders after the procurement process. The reverse of this situation is to over-price and make the estimate so high that the procurement process is cancelled as the budget available may appear inadequate to fund it.



Price also becomes an issue when reviewing tenders received. At this stage the Entity should be able to state whether the tenders received are realistic or not. This paper seeks to discuss some key factors to consider when pricing estimates or reviewing tenders.

Procurement has been variously defined but for the purposes of this paper this one will be adopted as the operational definition:

PROCUREMENT IS THE ACQUISITION OF GOODS, WORKS OR SERVICES AT THE BEST POSSIBLE TOTAL COST OF OWNERSHIP—RIGHT PRICE IN THE RIGHT QUANTITY, RIGHT QUALITY AT THE RIGHT TIME AND IN THE RIGHT PLACE FOR THE DIRECT BENEFIT OR USE OF THE PROCURER.

Everything done in relation to price review is to arrive at the best possible total cost of ownership which signifies the achievement of the right price. Please note that there are 5 rights in this definition; RIGHT PRICE, RIGHT QUANTITY, RIGHT QUALITY, RIGHT TIME AND RIGHT PLACE. For a procurement to be described as having been done well, all the five have to be in place. However the other four contribute to the achievement of the RIGHT PRICE.

QUANTITY

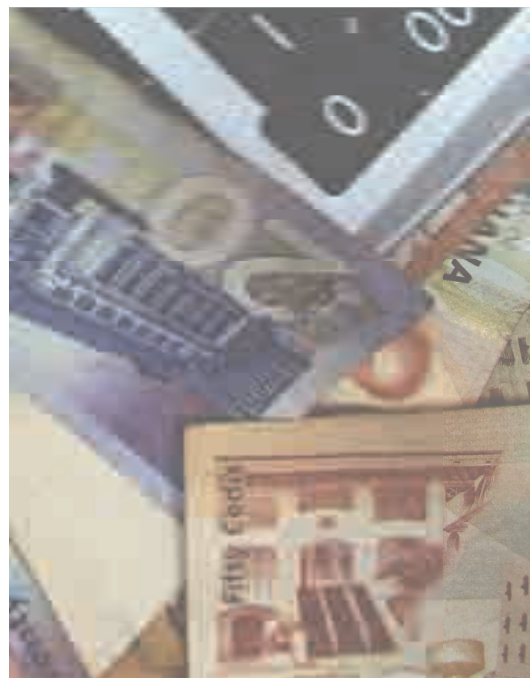
There is a maxim of trading known as volume discounts. A visit to any shop would show offers such as “buy 1 for GH¢4.00 and 3 for GH¢10.00.” Simple arithmetic shows that for an item with a unit price of GH¢4.00 buying 3 should cost GH¢12.00. However the Vendor is prepared to reduce the unit price because at that particular instance the Buyer would be leaving with three units of the item significantly reducing the Vendor’s overheads relating to stock holding in the process.

It is against this background that Procurement Entities are counseled to collate their requirements so that the packages that are put out for tender are attractive to the Vendors/Suppliers. When the packages are right, Vendors/Suppliers can reduce their margins to offer prices which they would normally not have agreed to.

QUALITY

Quality of items to be procured is spelt out in the Specifications that the Procurement Entities put out as part of their tenders. Specifications therefore should capture what the Entity requires and should be explicit as each description comes with a price. An example is the purchase of a desktop computer. Simple as this may sound, care has to be taken to specify correctly the size of screen, the size of the hard-drive, the processor speed among others as each of these has an impact on the ultimate price that the Entity has to pay for it.

Knowing what you want is different from being able to describe it in terms that make sense to the Supplier and as such where the expertise is not available in-house, an Entity may have to seek help from outside. In instances where there are close alternatives to what is needed, extra care has to be exercised in stating the quality requirements as there are cost implications to bear in mind.



TIME

There are two sides to the place of time in the price that has to be paid by the Entity. These are the time of purchase of the item and the time of paying for it. If the Entity has a history of placing orders on time after the tender period and paying for it within the payment period stated in the tender document, then Suppliers would definitely offer prices that are realistic. Where the Entity takes the Suppliers for granted and misses these times, it would get unrealistic prices and then wonder why others get better prices for the same items. The Suppliers also need adequate time to put their tenders together. If they are given shorter times than the minimum stated in the Public Procurement Act, 2003, the Tenderers would miss out certain important factors and compensate for it by over-pricing. The tendency to under-price is also present as the lack of time means rushing through to put tenders together and missing important pieces of information. The time of delivery also has an impact on the price offered as a tight schedule will mean a Supplier expediting certain steps which normally comes at a cost.

PLACE

The place of delivery together with the associated costs is something that is often glossed over when estimates are being prepared for the procurement of items. More often than not Entities outside Accra expect to pay the same price for items as their counterparts there forgetting that the items have to be transported to where they are. Unlike taxes which are the uniform throughout Ghana, transportation costs are not and glossing over this fact leads to cases of under-estimation which ultimately results in budget over-runs as extra money has to be found to cover for this.

PUTTING IT ALL TOGETHER

To arrive at the best possible total cost of ownership—right price – the impact of each of these variables or factors has to be considered carefully. To estimate the cost of an item, an Entity will have to carry out a market survey to gather prices for the inputs. PPA has provided a price database for common User items to assist in the conduct of this survey for the preparation of estimates.

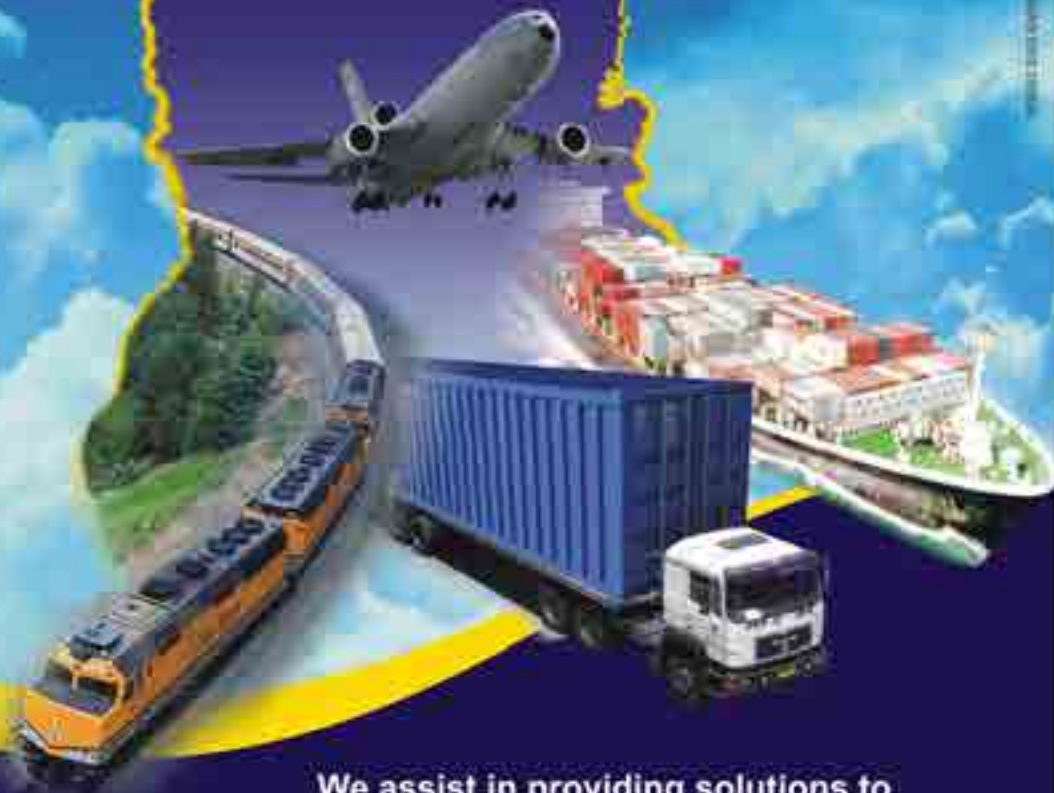
The database can also be used to assess how realistic or otherwise the tenders received are. In making the judgment on the reasonableness of the tender price compared to what is in the database, the impact of each of the factors detailed above should be considered and allowed for. 📌

Eric Victor Appiah-Director, Benchmarking, Monitoring & Evaluation, PPA

6.09%
of contracts were awarded through
**Single Source
in 2011**



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31.4%
of contracts were awarded through
Restricted Tender
in 2011



Public Private Partnership

PPP is said to be one of the emerging trend for infrastructure development among Developing Economies. We present to you an interview with

Mrs. Magdalene Apenteng

Director, Public Investment Division of the Ministry of Finance

Q. What is the Public-Private Partnership Policy all about?

A PPP is a partnership between government and the private sector to develop infrastructure and public services. Such partnerships take into consideration all the risks associated with the project and the party that can best manage each identified risk is allowed to bear that risk. Each identified risk is associated with a cost determined in the financial analysis and model that is prepared as part of feasibility analysis of the project.

The Government has key responsibility to build and maintain our roads. The Government has to identify the financing after undertaking the feasibility study to construct a road for example—from East Legon to Ashiaman.

Under a PPP arrangement, an identified private entity competitively procured may be requested to build the road using its own financial resources possibly with some equity and resources borrowed from a financial institution. Having undertaken a comprehensive analysis (including financial model analysis) on the options available through the feasibility study, it may be established that the private sector entity may be paid by the government through periodic budgetary allocations or from road user fees (tolls) or from a combination of the two methods. What this implies is that the amount of money government requires to do any infrastructure is spread over the longer term, freeing up resources for meeting other equally pressing national needs, given the same fiscal space.

Q. What has precipitated its introduction?

All over the world, many countries have adopted and continue to adopt the PPP approach to public sector procurement. There are several reasons which include:

- » The rapid growth and expansion of our population has led to a significant demand for increased infrastructure and public services to accommodate these changes. This has put severe strain on existing financial resources, as the revenue base has not increased in the same proportion as the rate of growth of the population. Private sector sources of funding therefore become another means of undertaking the required development.
- » There are some efficiency gains to be made when the private sector is allowed to manage assets and service delivery on behalf of government in an agreement that guarantees the rights and responsibilities of either party. The gains arise from making the private party responsible for all aspects of the effort such as finding the money, designing the project, constructing the assets, operating and maintaining the infrastructure. This is however based on the premise that there is adequate and effective supervision of the private sector entity by public agencies and the public – beneficiaries of the project.

- » The need to better apply the limited resources we have in pursuing our development agenda is another reason why the government has introduced the PPP policy.
- » Having become a lower middle income country, future resources in the form of grants and concessional funding will dwindle over the next decade. The most prudent way to tackle the expected expansion in infrastructure is to engage the private sector into channeling some of their financing for development through a very well structured process to avoid future disputes etc.

In short, PPPs provide us with a new source of financing projects and the potential of efficiency gains. These are the very reasons why we are pursuing PPPs.



Q. What are some of the benefits of PPP to a Developing Economy like Ghana?

The benefits of PPPs are many. These include:

- » The provision and expansion of infrastructure leading to accelerated infrastructure and services delivery to assist achieve faster economic growth.
- » Expansion in the economy will lead to more job opportunities for the people.
- » Encourage and also promote indigenous Ghanaian private sector participation in the delivery of public infrastructure and services
- » Increase the availability of public infrastructure and services and improve service quality and efficiency of projects;
- » Efficiency gains mentioned earlier would help save money to be deployed to other equally important possibly social service areas for the economy;
- » Promote local content and efficiencies as technology and skills are transferred from foreign investors who would be expected to partner local private sector entities, empowering our indigenous Ghanaian companies to take charge of our development.
- » It would enhance accountability, value for money and a shift to whole-life cycle costing and infrastructure management by the private sector.

0.09%
of contracts were awarded through
**Low/Minor Value
Procurement in 2011**

Q. What are some of the processes involved in a PPP transaction?

A PPP arrangement is between the Government (A Public sector entity) and a private sector entity (PV). The national Policy on PPP approved by Cabinet in June 2011 provides the guiding principles and institutional arrangements for undertaking PPPs in Ghana. A draft law has been prepared and will be forwarded to Cabinet based on the PPP policy document (available on http://www.mofep.gov.gh/sites/default/files/docs/pid/ppp_policy.pdf) The process is as follows:

1. The Public sector entity (PE) identifies a project from its project pipeline;
2. Prepares a project concept brief on the identified project and submits the project to the Ministry of Finance where project is registered.
3. Where necessary procure a Transaction Adviser to provide technical and financial guidance on the preparation of the project (undertake the pre- feasibility and full feasibility studies on the project and assist the PE to satisfy the processes for PPP as outlined in the National Policy on PPP document).
4. Project review and approval by PE and the Ministry of Finance for the pre-feasibility and full feasibility as per the requirements of the policy document.
5. After approval, the PE then procures the project competitively in accordance with the Public Procurement Act 663 process.
6. PE then prepares the concession and other contract agreements
7. PE seeks for cabinet and parliamentary approvals that may be required.

Q. Any success stories of PPP in other countries which are worthy of emulation?

PPP success stories abound. You can find them on all continents.

The United Kingdom has several successful PPP projects which deliver roads, rail systems, etc. in the area of infrastructure. They also have successful PPPs in social services such as office and residential estates, schools, hostels, hospital, prisons, markets and car parks. Generally, whenever you travel on a toll road, in an advanced country, you are most likely to be travelling on an infrastructure delivered through a successful PPP project.

Singapore, for instance, has developed ultra-modern ports with PPPs. With PPPs, they convert sea and sewage water into potable water. Recently I sent a team to Singapore to study their systems in the water sector and they returned with samples of a brand of water called NewWater—NewWater is from sewage water.

On our continent, South Africa is one country that has used PPPs to develop transportation systems, tourism projects, shopping malls, commercial car parks, agricultural enclaves and the like. Kenya has built a number of power plants using the PPP procurement method. Two weeks ago Nigeria commenced the construction of West Africa's first PPP hospital; this follows the successes chalked by Lesotho and South Africa in the area.

Here, in Ghana, the Asogli Power Plant and Takoradi Thermal Project are examples of successful PPPs. The West Africa Gas Pipeline is another infrastructure asset we have successfully delivered through a multi-national PPP arrangement.

Q. Is there a provision for unsolicited tenders under this policy?

An unsolicited project is a project that is not included in the Public investment Programme of the Government and a project that is proposed by a private sector entity. Under the policy, such a project, which the public sector may not have identified earlier, may be processed if it provides enough innovation and bears a greater value for money for Government

Although a competitive process will be undertaken, the proponent will be given a chance to procure the project if it truly provides the best alternative to achieving the benefits of the project.

Q. How will you access the extent of readiness of Ghana's Public and Private Sectors to this new policy initiative?

The PPP process is generally new to Ghana, although different meanings, descriptions and connotations have been given by different people at different times. We are providing capacity building for both the private and public sectors to better understand the processes needed for successful PPP projects.

In December 2012, the Government initiated a Ghana PPP Project with assistance from the World Bank and DFID to support Ghana in building the capacity, particularly, of the public and private sectors to manage PPP processes. It is a four year programme led by the Ministry of Finance. I am working with a team of consultants and selected ministries to build capacity and create a culture conducive to making PPP projects possible and efficient in Ghana.

We are working to create the institutions, laws, regulations and other policy instruments that will guide PPP processes. We are also providing a very well structured and detailed training programme that is targeted at providing the requisite knowledge, abilities and skills to others.



Q. Do you foresee any challenges with implementation and how can they be mitigated?

There are several challenges but they can be overcome. The first is the need for a comprehensive understanding of the process and the need to abide and satisfy the requirements of the PPP process.

Again there is the need to deal with the definition of what PPPs are and thus to clarify the idea in the minds of everyone. Any relationship between the public and private sectors is called a PPP these days. While that is not the case, some people have settled on their own concepts and attached all the evils and challenges of those perceptions to PPPs. Because of misconceptions, every country takes pains to define what it means by PPPs. In Ghana we define a PPP by three main characteristics. These are the long term contractual relationship between the government, represented by a contracting authority, and a private sector entity; the private sector does work on behalf of government and assumes significant risks and finally the private sector is paid through a mutually agreed mechanism.


Another challenge would be getting the key stakeholders to buy into the idea. It has not been easy in any country, but the evidence also shows that with persistence we will

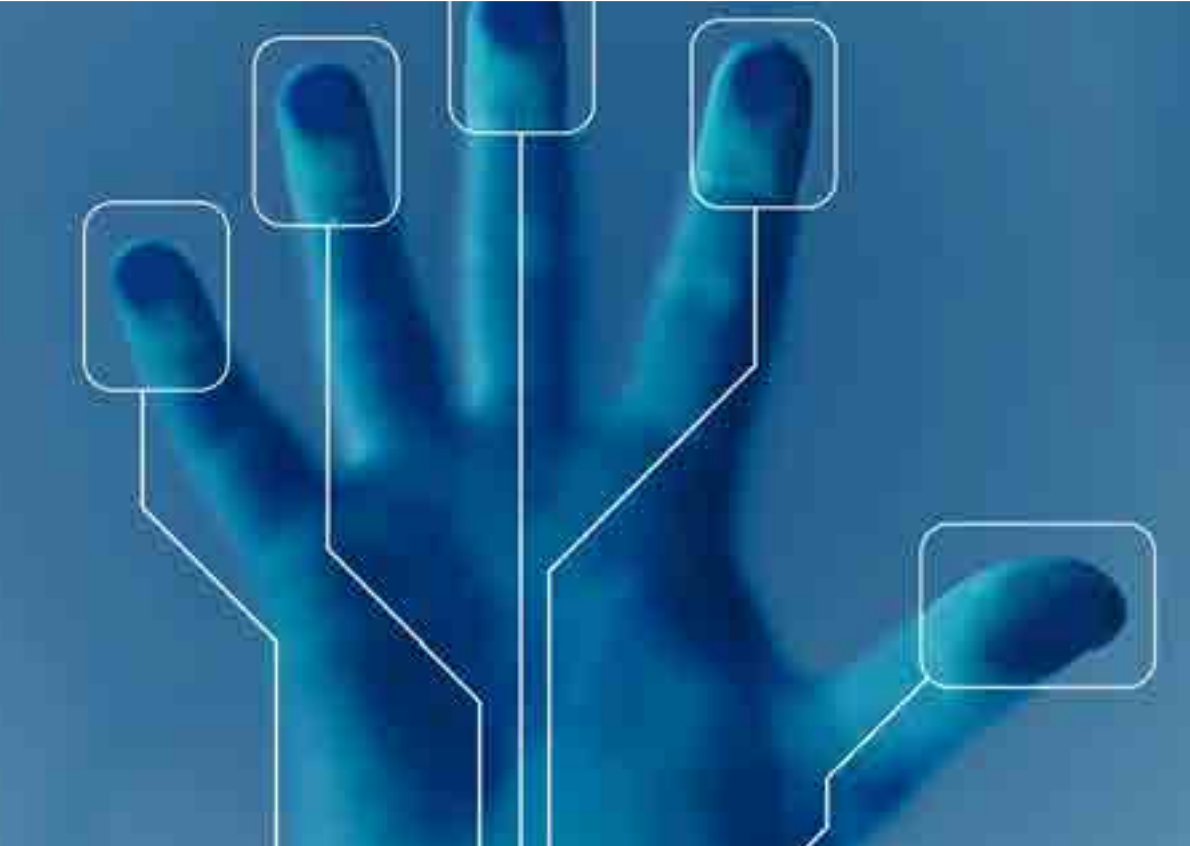
overcome. Every day, my team of consultants is working with public sector officials, through diverse media and platforms to sell the idea to the people who matter to the process. Until we have explained the concepts and processes very well to the key stakeholders we will have challenges with commitment at all levels. Without such commitment our efforts will be frustrated time and again. We have already seen instances of this.

Again, there are certain attitudes to managing projects, in the traditional way, which people take for granted will apply under the PPP method. There is the common notion that the method takes too long. But the truth is that any project prepared well is well executed and done so in time, all things being equal. Any project whose preparation has been haphazard has had significant challenges of implementation. Our projects have not been prepared well because most of the time the effort is private sector led and our public actors move along without critical appraisal. What we are seeking to do is to reverse the order with PPPs. Under PPP procurements we intend to take charge or lead our own development in ways we choose on our own terms, taking ultimate charge of our public investment processes.

Q. What has been some the efforts/activities of the Public Investment Division of the Ministry of Finance in getting this policy/Bill passed into Law?

Since December 2012, when we started this project, we have done many things towards creating the institutional, legal and administrative framework to enable the process.

Together with the Attorney General's Department and a Ghanaian Consulting firm, we have a series of engagements with our key stakeholders to discuss debate and draft a bill, which we will set before Parliament shortly. In fact we expect it to be passed into a law by the end of the first quarter 2014. 



Benefits of e-Procurement to the Private Sector

The public sector is the biggest single buyer in any country. It buys standard goods, complicated equipment, services ranging from cleaning offices to management consulting or mobile telephony, medicines, building of bridges or digging of tunnels and so on. The suppliers of these products and services most often are the private sector. However in many cases private companies consider selling to the public sector more tedious, risky and costly than selling to other private companies.



They find it difficult to be sure of getting any contracts as payment is not always ensured. These circumstances make it difficult for small or medium sized enterprises to prepare tenders


E-procurement can be described as the use of Web/Internet-based technology to support key elements of the procurement process such as: requisition, sourcing, contracting, ordering, invoicing, payment or specification of requirement.

It can also be described as the business-to-business purchase and sale of supplies and services over the Internet. Implementation of E-Procurement is therefore expected facilitate the procurement process as a result of automation, simplification & easier information sharing. Introduction of E-Procurement into the Public sector is therefore expected to benefit and enable improvement in the private sector. At the simplest level, for vendors, E-Procurement means easier business and improved transparency in dealing with government.

Additional benefits to the private sector 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.
- » Constant availability for tendering, the presentation of submissions, written documents and commendations can be performed via telematic registries 24 hours a day.
- » Minimizes face-to-face contacts with government officials
- » All the information relating to the procurement process is published on-line on a real time basis.

- » Greater knowledge of the competition, by virtue of being able to view opening ceremonies over the internet.
- » Accessing tender advertising.
- » Reduction of manual work & contract-related papers. Routine administrative processes become simpler after some initial adaptation and training.
- » Reduced processing time.
- » Submission of tenders is done online, no need to travel to present bids.
- » 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.

Entire benefits of E-Procurement to the Private Sector cannot be enumerated here. It is expected that the Private Sector will embrace and fully participate in the implementation of E-Procurement in Ghana to realise these and other associated benefits. 



PPA Board members inspect Sea Defence Projects at Sakumono



PPA CEO addresses participants @ the launch of the Ghana Ecobuild 2013



Some patrons at PPA's exhibition stand during the 2013 CIPS Pan African conference in Accra



PPA Board inspects works at the Ghana Gas Project in Atoabo in the Western Region



His Excellency President John Mahama visits PPA's stand at the 2013 Policy Fair



Some officials of PPA at the 2013 CIPS Pan African Conference in Accra



PPA hosted a delegation from the Malawian Office of the Director of Public Procurement



PPA staff at one of its inter-Directorate Meetings



PPA Board Members on an inspection tour—at Atorkor Sea Defense Project



Officials of the PPA Zonal Office in Kumasi facilitated the 2013 National PASSAG Week Celebrations



3.04%
of contracts were awarded through
**International
Competitive Tender
in 2011**

Bridging Ghana's Infrastructure gap

THE SEARCH CONTINUES

Ghana's infrastructural deficit has taken a centre stage in our socio-economic discourse for far too long. Indeed, several political campaigns have been run and won on the ticket of manifestos which are laden with probable solutions to this challenge.

The existing infrastructure gaps in the country are evident in the poor supply, quality, coverage and reliability of our public service delivery. This is also manifest in congested roads, inadequate housing and the erratic water and energy supply (which ends up in rationing). Moreover, the dilapidated state of our hospitals, schools, and other amenities cannot be simply wished away.

Despite the fact that Ghana's Real GDP seem to have grown from a low 4% in 2009 to a significant 13.6% in 2011 aided by oil revenue and strong export performance of cocoa and gold, the rate of growth in its infrastructure cannot be said to match its expanding population and economic projections of becoming a middle-income country. Records reveal just over one percent growth in Ghana's infrastructure in recent times which is adversely affecting its competitiveness in attracting foreign Investments. It is estimated that Ghana will require about \$1.5 billion investment annually in order to meet this urgent demand.

Perhaps, considering the fact that government may not have the requisite financial resource to develop the much needed infrastructure and propel its economic growth, gives sufficient grounds for us to heed to global calls for innovative approaches to remedy the situation. Thus, for the purposes of this paper, we will want to focus our attention on the use of Unsolicited Proposals in Public Private Partnerships (PPPs) which is currently driving innovation in the private sector and gaining popularity among countries across the world.

The PPP concept is defined by Ghana's National Policy on Public Private Partnerships as a contractual arrangement between a public entity and a private sector party, with clear agreement on shared objectives for the provision of public infrastructure and services traditionally provided by the public sector. Some of the key objectives of Ghana's PPP Policy are to among others, leverage public assets and funds with private sector resources and to set up efficient and transparent institutional arrangements for the identification, structuring and competitive tendering of PPP projects.

Contrary to the traditional methods of procurement which are normally government demand-driven and state/donor funded, a typical PPP may begin with the identification of a need by either the public entity or in the case of unsolicited proposals, a private firm may approach the public entity with a proposal for the provision of a specialized service or construction such as an International Airport or Railway system. It is important to stress that, the sanctity of this process is preserved only when public entities that receive the unsolicited proposal properly scrutinize these proposals and establish their strategic importance as far as the nation's development plans are concerned.

This process according to Hodges & Dellacha in a World Bank Working Paper 1 on "Unsolicited Infrastructure Proposals: How Some Countries Introduce Competition & Transparency" automatically kicks in a two stage process with stage 1 being the time where the initial proposal of the proponent of the unsolicited proposal is critically examined to ascertain its strategic importance and ensure that it is in line with the nation's strategic development plans.

At this point, the proponent is expected to include in their proposal an articulation of the public need for the project (initial business case), financial details, and cost recovery measures. At this stage, there is a high tendency to ignore these proposals especially when they are shrouded in an obscure manner.

This notwithstanding, studies have shown that unsolicited proposals could have the potential (if well harnessed) to release the much needed investment for infrastructural development. Thus, if the proposal meets the necessary requirements, then the second stage can then be allowed to start by using either the Bonus system, the Swiss Challenge Method or the Best and Final Offer Method in the evaluation of the tenders. If found acceptable, the public entity under the Bonus System will have to officially register or gazette this and open it up for a competitive tendering process with the proponent enjoying a bonus of a maximum of 10% award. The tender however will have to disclose the value of bonus being awarded as well as the estimated reimbursable cost for proposal development.




The proponent at this stage is allowed to participate in the tender, however, if the original proponent loses the tender or chooses not to tender, then the winning tenderer will have to compensate the proponent for project development cost as earlier stipulated in the tender documents.

Another common system used in the evaluation of unsolicited tenders is the Swiss Challenge Method (SCM) where after the proposal is largely accepted, the process is then opened up for third parties to also submit their tenders for that same project in an effort to obtain competitive pricing and ultimate value for money in the process. In some jurisdictions, the original proponent at the end of the tendering process is given an opportunity to better his/her original proposal or match/counter the winning tender.

The inability of the proponent to do this would then make the next best proposal win the contract. Others countries like Chile, Korea and the Philippines also try to keep a good balance and instill fairness into the process by either reimbursing the proponent of the initial cost of the project concept (purchase the intellectual property rights) or try to compensate them by giving them the right of first refusal after the tendering process

Similar to the SCM is the Best and Final Offer System whereby the original proponent after a multiple rounds of tendering is given an advantage of automatically participating in the final round (loosely termed the knock-out stage) of tendering to settle on a winner.

In South Africa, the two most advantageous tenders are selected in the first round and if the proponent is not one of these two, then the proponent will have to be invited to compete in the last and final round.



However, should the proponent lose, then the winning tenderer will be required to compensate the proponent for project development cost.

In the case of Ghana, the evaluation of unsolicited proposal is done using the Best and Final Offer system whereby the Public Entity upon receipt of the proposal will have to conduct due diligence and register the proposed project with the Public Investment Division of the Ministry of Finance. According to the PPP Toolkit for Unsolicited Proposals, it is at this stage that the entity can go ahead to recruit a Transaction Advisor to prepare a pre-feasibility and full-feasibility studies from the perspective of government in accordance with the National Policy on PPP.

The results of the work of the Transaction Advisor would then be used to benchmark and independently review the business case submitted by the proponent. If the Unsolicited Proposal is deemed favourable then the process will be subjected to a competitive procurement process with guidelines from the Public Investment Division.

It is important to note that throughout these transactions, Ghana due to obvious reasons subscribes to a “no-claim” relationship between the government institution and the unsolicited proposer such that all costs on documentations are borne by the private sector proponent.


Again, the MDA/MMDA will not have to acknowledge that any intellectual property rights arising from information in the Initial Business Case and other related documents accrue to the proponent and that a mere submission of one’s proposal does not constitute a commitment on the part of the MDA/MMDA to execute the project.

Some of the benefits of Unsolicited Proposals include but not limited to the following:

- » Creating an enabling environment for innovative ideas in the private sector;
- » Encourage private participation in public projects;
- » Holds the potential to boost infrastructural development; and
- » Promote inter se competition among the private sector players.

These notwithstanding, critics argue that:

- » The process of unsolicited tendering is sometimes not transparent and give rise to suspicions of corruption; and
- » Can be problematic especially when other tenderers submit different specifications from that of the original as presented by the proponent.

In recognition of the inherent opportunities and growth that unsolicited tenders can accrue to developing economies, it is expedient that developing nations like Ghana explore ways of minimizing controversies and perceptions of massive corruption associated with it. Clear guidelines will have to be made detailing transparent modalities such as the nature of projects that can be considered, Institutions of State that will be responsible for reviewing proposals and Rules on time limits for the approval of any project in order to obtain the benefits thereof. 



51.16%
of contracts were awarded through
**National Competitive
Tender in 2011**

PUBLIC PROCUREMENT TRAINING FOR SERVICE PROVIDERS 2013

INTRODUCTION

Recognizing the importance of the Private Sector (Suppliers, Contractors and Consultants) to the Public Sector, the Public Procurement Act, 2003 provided that the Public Procurement Authority builds the capacity of the Private Sector to make them efficient partners to the public sector.

Consequently, since 2007, the Authority has held various engagements with the Private Sector that are generically referred to as Service Providers (SPs) with a common aim of ensuring that they have the needed skills to respond to public tenders and deliver on public contracts.

2-DAY TRAINING FOR SERVICE PROVIDERS

As a follow-up to an Impact Assessment of the Training Activities of the Public Authority since 2007, conducted in 2010/2011, which confirmed the need for a dedicated effort to build the capacity of Service Providers, the World Bank approved a support to train at least 600 Contractors, Consultants and Suppliers across the country in 2013.

The objective of the two day Training/ Workshops held in the 10 Regional Capitals in May & June, 2013, was to build the capacity of the Private Sector to be more competitive and efficient in their response to

Public Tenders and management of Public Contracts. Competition is enhanced when the Private Sector is able to effectively respond to tenders.

The training covered all Service Providers who do/intend to do business with the Public Sector. To ensure that the limited number of trainees expected, included a comprehensive mix of Suppliers, Contractors and Consultants, the programme was advertised while professional bodies were also requested to submit nominations for consideration.

At the end of the training sessions, a total of **668** Service Providers (Contractors, Consultants and Suppliers) had been taken through practical lessons on the following critical components of the Public Procurement Act, 2003:

- » Procurement Roles And Responsibilities,
- » Procurement Principles And Ethics,
- » Complaint Review And Supplier Debarment
- » Supplier Eligibility
- » Qualification And Registration, Introduction To Procurement Cycle,
- » Procurement Methods And Thresholds,
- » Introduction To Standard Tender Documents
- » Introduction To Tender Preparation And Framework Agreement.

Having gone through the above, participants at the training realized that the public procurement process was not as cumbersome as often presented. Participants were particularly elated by their ability to fill the Tender Forms and the processes they needed to follow for redress.

Trainers stressed on the fact that Service Providers needed to focus on and carefully submit responsive tenders, then there would not be the need to attempt offering bribes before “winning” a tender; a point which always brought a smile to the faces of participants.

SUCCESS & CHALLENGES

Generally, the training was very successful and met its objective. The sessions clarified misunderstandings Contractors, Suppliers and Consultants have been grappling with, with respect to the operationalization of Act 663. Participants were satisfied with the processes and procedures by which their tendering grievances could be heard and addressed.

The Authority needs significant financial support to train the private sector, which is a very important partner on the Supply Side of the supply chain. There are tens of thousands of the Service Providers who would need to benefit from such a programme but had to be turned away due to the limited funds available. Plans are however underway to repeat the training subject to availability of funds.

CONCLUSION

The PPA sincerely appreciates the support of the World Bank in building the capacity of Service Providers to promote competition among them, which is a key to engendering/ guaranteeing value for money in Public Sector Procurement.

The PPA however continues to engage Government and other Development partners to support this critical initiatives among many others. 🗨️

Under the Lenses of Act 663

A&C Case Cenpower Vs CTRB

No. 11 (March 2012)

Cenpower Domini Ltd.—Complainant **Vs.**
Central Tender Review Board (CTRB)—Respondent

Tender:

(Request for Proposals—Bonyere
Thermal Power Project-Domunli
Thermal Power Project)

Petition by Complainant—Cenpower Domini Ltd. dated 5th October 2011, for administrative review of the refusal of the Central Tender Review Board (CTRB) to grant concurrent approval in respect of a recommendation for Cenpower Domini Ltd. to partner the Volta River Authority (VRA) as a joint venture investor to implement the Alstom Power Project, following a competitive tender and due evaluation process.

PPA continued to receive periodic releases from government for its operations. Other sources of funds came from Development Partners

Brief Facts:

In line with Ghana's power sector reform and as part of Government's short to medium term plan to improve electricity supply sufficiency, the Ministry of Energy (MoE) in conjunction with the Ghana National petroleum Corporation (GNPC), the Volta River Authority (VRA) and other stakeholders decided to harness gas from Ghana's Jubilee Oil fields for power generation. The Alstom Gas Turbine Generators (2 x 111.7MW GT11N2) procured for installation in Tema under the Kpone Thermal Power Project (KTPP) was therefore to be relocated to Bonyere in the Western Region [the Bonyere Thermal Power project (BTTP)], now officially referred to as the *Domunli Thermal Power Project (DTPP)*.

The project was to be developed in phases, of which Stage 1 of Phase 1 comprised the completion of installation of the 2 Alstom gas turbines by the 2nd quarter of 2013, projected to produce approximately 220MW of additional electricity onto the national grid, and Stage 2 comprised the construction of a steam component to produce an additional 110MW of power. Depending on the availability of gas from the oil fields, a total of 1000MW of future power generation was anticipated.

In line with government policy of encouraging independent power producers to participate in the power generation industry, Government directed that the BTTP be developed under a Joint Venture (JV) partnership between the VRA and a strategic partner. Having already received a number of unsolicited proposals from private investors, the MoE mandated the VRA to initiate the selection process.

Of thirty five (35) prospective investors who collected documents for the pre-qualification process, seven (7) submitted applications by the deadline of 29th July, 2010, four (4) of which were subsequently pre-qualified and invited in December 2010 to submit final tenders, via a Request for Proposals, for the selection of a joint venture partner. Proposals submitted were duly assessed for responsiveness, qualification and eligibility and investors commitment to the future expansion and development of the project.

The Complainant (a consortium of three (3) companies comprising Cenpower (Domini) Limited (Ghana); Consolidated Power Projects (Pty) (South Africa) and GMR Infrastructure (UK) emerged the most responsive evaluated tender.

The Complainant in establishing its qualifications as an eligible tenderer during the tender process, disclosed a shareholding interest of the Chief Executive Officer of the VRA (CEO of VRA) in another company (*Cenpower Holdings Ltd.*) which held shares in Cenpower (Domini) Limited—[Complainant herein, and member of the winning consortium above]. In further support of this disclosure, the Complainant also stated in its offer letter that the CEO of VRA had remedied a conflict-of-interest arising from his involvement with Complainant, in compliance with Section 2.4 (5) of the Volta River Development (Amendment) Act, 2005 (Act 692) and section 7(5) of its Standing Orders.

Central Tender Review Board:

Subsequently, an application for the concurrent approval of the Central Tender Review Board (CTRB), required for the contract to be awarded, failed on the basis that a financial conflict-of-interest existed on the part of the CEO of the VRA, in respect of his interest in Cenpower Domini Ltd. through Cenpower Holdings Ltd., which conflict-of-interest had not been satisfactorily remedied by the VRA nor the Complainant

The CTRB based its decision on a legal opinion issued by the Attorney-General & Minister for

Justice on the matter, which among others questioned the veracity of various documents submitted to show that the conflict-of-interest had been remedied. In the AG's opinion, documents presented to prove the surrender of business interest in Cenpower Domini Ltd. (i.e. letter of resignation as a Director of Cenpower Holdings Ltd.) and relinquishment of shares thereof, were neither convincing nor adequate and had not sufficiently addressed the extent of disclosure required to remedy the conflict-of-interest situation which had arisen.

AG's Legal Opinion:

It was the AG's opinion that during the entire bidding process, the CEO of VRA had a financial interest in Cenpower Domini Ltd. one of the 3 firm consortium which had won the BTPP/DTPP bid) That the timing, the 'limited' nature and unconvincing manner of disclosure seemed calculated to suppress, mislead and divert the attention of the VRA Board from the financial interest aforementioned. And finally, that the requisite written declaration was not properly made to the VRA Board prior to selection of the winning consortium, as required under Section 2.4(5) of the Volta River Development (Amendment) Act 2005 (Act 692) which states:-

"4 (5) A member of the Authority who has an interest in a contract or other transaction proposed to be entered into with the Authority or an application before the Authority shall disclose in writing the nature of the interest and is disqualified from participating in any deliberation of the Authority in relation to the contract, application or transaction."

It was the AG's opinion that in any case, the 'letter of declaration' presented by the Complainant came too late in the process

to ensure a level playing field for the other prospective tenderers. That transparency and accountability of that tender process was therefore compromised. The AG argued that as at the outset of the tender process, an interest disclosure properly made, should have been in writing from the CEO to the VRA Board, which obligation could not be discharged by the Complainant on his behalf. From the foregoing, the AG finally contended that this conduct offended Section 93(1) of the Public Procurement Act, 2003 (Act 663). This section requires compliance with the conflict-of-interest provisions of Article 284 of the Constitution by public officers.

Additionally, the AG was of the opinion that CenPower Holdings Ltd., to the extent that it had failed to disclose its business interest with the CEO of VRA, had equally contravened the conflict-of-interest provision of Section 93 (1) of Act 663 and was liable under Section 92(1) of Act 663. That this conduct of both parties readily inferred collusion and influence to gain an unfair advantage in the award of the contract, contrary to Section 92(2)(b) of the Public Procurement Act, 2003 (Act 663).

Complainant:

The Complainant petitioned the PPA for administrative review of the matter, requesting a timely investigation, proper determination of facts, and reversal of the decision of the Central Tender Review Board (CTRB), which in Complainant's view was misdirected and one-sided, in as far as it did not duly factor in the side of all parties involved.

Complainant contended inter alia, that it had to the best of its efforts sufficiently disclosed the interest of the CEO of VRA in Cenpower Holdings in its tender documents, that the CEO of VRA had made the necessary interest disclosures in linkage to Cenpower Domini Ltd. (the local joint venture partner of the preferred consortium for the DTPP) and had in fact severed business links with Cenpower Domini Ltd. through the relinquishment of his shares in Cenpower Holdings Ltd. (a shareholding company of Cenpower Domini Ltd.). Moreover, he had resigned as a director of Cenpower Generation upon assumption of office as CEO, which was widely known and had duly informed the VRA of the sale of his interest in that company.

The Complainant maintained that the CEO had recused himself entirely from the tender process and most importantly, that the AG's opinion had failed to incorporate the decision of the Ministry of Energy (MoE) on the matter.



Ministry of Energy:

Though the MoE acknowledged the possibility of a conflict-of-interest it submitted that this could be cured if the CEO made the necessary disclosures and recused himself from participating in any decision making process relating to the joint venture. The MoE was content that appropriate action had been taken, the CEO of VRA having taken a number of essential steps to cure the conflict-of-interest, which included the consistent disclosure of a sequentially diminishing involvement in one 'shareholder' of the local JV partner of the recommended consortium, and also declining to participate in any discussions relating to the project.

Solicitor for CEO of VRA:

In his own defense through his Solicitor, the CEO of VRA also faulted the AG's opinion as incomplete, having failed to invite and duly incorporate the true state of affairs concerning the alleged conflict-of-interest. He contended that at all material times he had declared his interest in the Complainant and its affiliates; that he had accordingly declined to participate in the tender process, and finally, had taken necessary prior steps to dispose of his interest in the Complainant and its affiliates in compliance with VRA's Standing Orders and Act 46 (as amended).

VRA Board:

On its part, the VRA Board, taking note of the sequence of events from pre-qualification to the final approval of Evaluation Panel's recommendation by the VRA Entity Tender Committee (ETC) and the provisions of section 4(5) of Act 46 as amended and VRA Standing Order 7(5), held the view that indeed full disclosure had to be made at the time a transaction is proposed to be entered by the VRA or when an application is made. The CEO ought therefore to have made a formal disclosure of his interest in Cenpower Holdings Ltd. at the time of submission of the pre-qualification bid to partner the VRA in July 2010, or at any rate, prior to evaluation of the bids, which was not done. For these reasons, the VRA Board decided against contesting the CTRB's decision on the matter.

The VRA Board in mitigation however noted that indeed, established procedures for handling tenders within the VRA did not involve the CEO until the submission of an Evaluation Report (containing recommendations) before the ETC, of which he is a member. Secondly, that the CEO did in fact give a formal written confirmation of his interest in Cenpower Holdings Ltd. at its 24th February 2011 meeting, and recused himself from discussion of the Evaluation Report on the selection of a JV partner for the Domunli (DTPP) Project.

The VRA Board maintained that prior to these formal disclosures, the CEO's interest had been widely publicized long before the Domunli tender process and disclosed in documentation submitted by the Complainant at pre-qualification, and confirmed that contrary to the opinion of the Attorney-General and Minister for Justice, the CEO did not mislead or attempt to mislead the VRA Board in respect of his interest in the company aforementioned.

Issue(s):

Issues considered by the Authority were as follows:—

- i. Whether the CEO of VRA had a financial conflict-of-interest and whether this was adequately remedied;
- ii. Whether VRA's Evaluation Report and recommendation of a winning tenderer was technically compromised;
- iii. Whether the Complainant contravened the conflict-of-interest provision of Section 93 (1) of Act 663 and was liable under Section 92(1) of Act 663 for contravention of Section 92(2)(b) of the Public Procurement Act, 2003 (Act 663) as asserted by the Hon. Attorney-General & Minister for Justice;
- iv. Whether the conflict-of-interest situation created should adversely affect the implementation of this project.

Case Deliberation

In addressing the issues raised above and mindful of the need to arrive at an objective decision which would not jeopardize, halt or delay the implementation of a critical government project, the Appeals & Complaints Panel of the Public Procurement Authority (the Panel) considered the following statutory and international best practice rules applicable to the matter of conflict-of-interest, including the common law prohibition against "self-dealing"^[1].

1. Section 87 of the Civil Service Act, 1993 (PNDCL 327);
2. Article 284 of the 1992 Constitution;
3. Guidelines on Conflict-of-Interest prepared by the Commission on Human Rights and Administrative Justice (CHRAJ) to assist public officials identify, manage and resolve conflicts of interest (the 'CHRAJ COI Guidelines');
4. Sections 205 to 207 of the Companies Act, 1963 (Act 179);
5. Conflicts of Interest laws and guidelines prepared by the Conflicts of Interest Office^[2], Civil Division, Government Law Section of the California Attorney General's Office^[3];

1 The common law prohibition against "self-dealing" has long been established in California law. (*City of Oakland v. California Const. Co.* (1940) 15 Cal.2d 573, 576.) The present Government Code section 1090, which codifies the common law prohibition as to contracts, can be traced back to an act passed in 1851

2 <http://ag.ca.gov/publications/coi.pdf>. Download this Guide from the Attorney General's web site at www.ag.ca.gov.

3 Attorney General opinions, unlike appellate court decisions, are advisory only. However, with respect to conflict-of-interest laws, courts have frequently adopted the analysis of Attorney General opinions, and have commented favorably on the service afforded by those opinions and this Guide. (See *Lexin v. Superior Court* (2010) 47 Cal.4th 1050, 1087; *Thorpe v. Long Beach Community College Dist.* (2000) 83 Cal.App.4th 655, 662.)



Of these rules, the Panel noted that the first two statutory provisions listed above, though applicable to public officers in a public office setting did not contain sufficient guidance to regulate or remedy such situations.

Though the CHRAJ COI Guidelines offered some guidance, the Panel also found the State of California Conflicts of Interest laws and guidelines useful and of persuasive effect, particularly to the extent that the latter regulates both general financial and specific conflict-of-interest situations in government contracts by local, state and legislative officials.

In analyzing whether a conflict-of-interest existed in the case at hand, the Panel considered the financial conflict-of-interest rules specifically dealt with under the California guidelines^[4], which covers the following:-

- i. both actual and apparent conflict-of-interest situations
- ii. establishes a broad, objective disqualification standard between a public official's private interests and his or her public duties, such that, though public officials are not prevented from owning or acquiring financial interests that conflict with their official duties, and the mere possession of such interests does not require officials to resign from office, there is a basic disqualification from participating in government decisions in which they have a financial interest.

- iii. Legislates the Common Law prohibition against "self-dealing"^[5] which essentially prohibits a public official from being financially interested in a public contract in both the official's public and private capacities^[6]. Aimed at avoiding actual impropriety or the appearance of impropriety in the conduct of government affairs, this common law principle requires government officials to disqualify themselves from participating in decisions in which there is an appearance of a financial conflict-of-interest^[7]

Guided by the processes outlined in the aforementioned guidelines^[8] to help determine the existence of a conflict-of-interest in this case, the Panel concluded without doubt (and in agreement with the VRA Board) that the CEO of VRA had an economic interest which qualified as a conflict-of-interest^[9].

5 The common law prohibition against "self-dealing" has long been established in California law. (City of Oakland v. California Const. Co. (1940) 15 Cal.2d 573, 576) The present Government Code section 1090, which codifies the common law prohibition as to contracts, can be traced back to an act passed in 1851

6 Lexin v. Superior Court (2010) 47 Cal.4th 1050, 1073.

7 In the words of the Supreme Court of California, "the purpose of [which] is to make certain that "every public officer be guided solely by the public interest, rather than by personal interest, when dealing with contracts in an official capacity".

8 Prepared by the Fair Political Practices Commission ("FPPC") -Agency responsible for advising officials, informing the public, and enforcing the Political Reform Act, 1974

9 Qualifying types of economic interest include Investments in or positions with business entities; Investments in or positions with business entities cover both direct and indirect investments; "Business entity" covers all organizations operated for profit, which include corporations, partnerships, joint ventures, sole proprietorships, and any other type of enterprise operated for a profit. An official who has an economic interest in one such entity is also deemed to have an interest in all the other related entities. One business entity is related to another business entity, if that business entity or its controlling owner is a controlling owner of the other business entity, or if management and control is shared between the entities

4 the Political Reform Act of 1974

IMPORTERS TO NOTE

LABELLING REQUIREMENTS FOR IMPORTATION OF NEW REFRIGERATORS, AIR CONDITIONERS AND COMPACT FLUORESCENT LAMPS (CFLs)

All Imported New Refrigerators, Air Conditioners And Cfls Should Be Properly Labelled In Accordance With The Provisions Of Lis 1958 & 1815

REFRIGERATORS

ENERGY guide

THE MORE STARS THE MORE EFFICIENT

5

THIS LAMP'S EFFICACY
50 lm/W**

LAMP TYPE: FLUORESCENT WITH INTEGRATED BALLAST (CFL)
INPUT POWER (WATTAGE): 20W
MANUFACTURER: COMPANY A
LUMINOUS FLUX: 1,000 lumens
LAMP LIFE: 6,000hrs

ENERGY CONSUMPTION OF THIS LAMP IS
43 kWh/yr**

*Lamp efficacy measured in lumens per Watt (lm/W) is the measure of energy efficiency for lamps. It shows how much visible light is obtained from the lamp per Watt of electrical power consumption. The given data are according to Ghana Energy Efficiency Labelling requirements for Fluorescent lamps with integrated ballasts or Compact Fluorescent Lamps (CFL) under Ghana Standards Number GS 333. **Based on 8hrs use per day. Actual consumption may vary depending on actual use of the product.
Removal of this label before first retail purchase is an offence under S 154(1)

AIR CONDITIONERS

ENERGY guide

THE MORE STARS THE MORE EFFICIENT

1

THIS MODEL'S EFFICIENCY
2.6 EER

APPLIANCE: ROOM AIR CONDITIONER
TYPE: NO REVERSE CYCLE LOUVERED SIDES
COOLING CAPACITY: 3.2 kW/hr
MANUFACTURER: COMPANY B
MODEL: 4321
REFRIGERANT: R22

ENERGY CONSUMPTION OF THIS UNIT IS
3,274 kWh/yr**

*EER (Energy Efficiency Ratio) is the measure of energy efficiency for Air Conditioners, expressed as Watt of cooling per Watt of electrical power input. Only models between 2.5 and 11.5 kW/hr cooling capacity and with the same features are used for this scale. The given data are according to Ghana Energy Efficiency Labelling requirements for non-ducted air conditioners under Ghana Standard Number GS362.
**Based on 2,000 hours use. Actual consumption may vary depending on actual use of the product.
Removal of this label before first retail purchase is an offence under S 154(1)

CFLs

ENERGY guide

THE MORE STARS THE MORE EFFICIENT

3

Energy Consumption
kWh/yr*
(Based on standard test result for 24hrs)

360

Refrigerator/Freezer Type: zyx
Manufacturer: Logo abc123
Model No.: XYZ
Fresh Food Volume l: XYZ
Refrigerant: Rxx
Climate Class: ST
Cooling Star Rating: ****

*Actual consumption will depend on how the appliance is used and where it is located. Further information contained in product brochures.
Removal of this label before first retail purchase is an offence under S 154(1)

THE IMPORTATION OF UNLABELLED NEW REFRIGERATORS, AIR CONDITIONERS AND CFLs IS PROHIBITED BY LAW



Energy Commission: Telephone: 0302-813756 / 7,
Email: info@energycom.gov.gh, Website: www.energycom.gov.gh
Ghana Standards Board: Telephone: 0302-500231, Email: info@gsb.gov.gh,
Website: www.gsb.gov.gh

That said and done, the Panel noted that despite a disqualifying conflict-of-interest, a number of exceptions to the general prohibition (against an official's participation in decision making) applied, which include the limited "rule of necessity".

This exception places emphasis on the performance of official duty and applies when an organization must contract for essential services despite a conflict-of-interest. It operates to permit an organization to proceed with a contract, subject to the interested official disclosing an interest in the prescribed manner and disqualifying himself/herself from participating in making the contract.

Decision:

Following extensive deliberation of the case, after due consideration of both verbal and documentary submissions of the parties, the Panel decided as follows:-

- » In arriving at its conclusion on issue number (i) above, the Panel considered four legal provisions, Section 2(4.5) of the Volta River Development (Amendment) Act, 2005 (Act 692); Order 7(5) of the Standing Orders of Members of the Authority; Sections 92 and 93 of the Public Procurement Act, 2003 (Act 663), to conclude that though a financial conflict-of-interest was established on the part of the CEO of VRA and, in agreement with the Hon. Attorney-General, the timing, procedure and level of disclosure required might not have been handled in a consistent manner, there had been an appreciable level of disclosure which provided the mitigation needed to exonerate the CEO of VRA from any wrong-doing.

As earlier noted from international best practice regulations, the mere possession of a conflict-of-interest does not require officials to resign from office nor impose liability for sanctions under VRA's regulations or Sections 92(2)(b) or 93 of the Public Procurement, Act, 2003 (Act 663).

The crux of Sections 2(4.5) of the Volta River Development (Amendment) Act, 2005 (Act 692) and Order 7(5) of the Standing Orders of Members of the Authority is disclosure, which was amply attested to by the VRA Board in its documentary and oral submissions to the Panel. For example, VRA letter no. Exe/1090/029/2463 of 21st December, 2011, among other things, confirmed that the CEO, in compliance with VRA's Standing Orders and regulations, tabled a formal disclosure of his interest in Cenpower Domini Ltd. at a meeting of the Board held on 24th February 2011 and recused himself from that meeting, at least one month before the Evaluation Report came up for consideration and approval by the Entity Tender Committee (ETC)). Prior to these disclosures, the CEO's interest in another related company had been widely publicized in a number of corporate publications, prior to the Domunli Project.

The Panel noted that some effort was clearly made to disclose the CEO's interest both publicly and internally within the organization aimed at compliance with VRA's regulations aforementioned, on the matter. In any case, the CEO divested himself of any interest in the Complainant company as of 7th April, 2011.

From the evidence, no case was made which warranted culpability under section 92(2)(b) of the Public Procurement Act, 2003 (Act 663).

Section 2(4.5) of the Volta River Development (Amendment) Act, 2005 (Act 692) states:-

“A Member of the Authority who has an interest in a contract or other transaction proposed to be entered into with the Authority or an application before the Authority shall disclose in writing the nature of the interest and is disqualified from participating in any deliberation of the Authority in relation to the contract, application or transaction”.

Order 7(5) of the Standing Orders of Members of the Authority states:-

“Any Member having a financial or business interest in any matter before any meeting of the Authority and/or of its Committees, whether in respect of himself, his wife, or any member of his family, or any business partner or associate, or in any other manner, shall before the matter is discussed at once disclose the nature of such interest to the meeting, and shall take no part in the discussion or voting upon the matter.”

Section 92(2)(b) of Act 663 states:-

“(2)The following shall also constitute offences under this Act [for which a person will be liable on summary conviction to a fine not exceeding 1000 penalty units or a term of imprisonment not exceeding five years or to both under 592(1)]:

(b) directly or indirectly influencing in any manner or attempting to influence in any manner the procurement process to obtain an unfair advantage in the award of a procurement contract.”

Section 93 of Act 663 which deals with Corrupt Practices, states:-

“(1)Entities and participants in a procurement process shall, in undertaking procurement activities, abide by the provisions of article 284 of the Constitution;

Having determined the effect of the conflict-of-interest in the entire process, the Panel was of the view that it should not significantly affect the pressing need to proceed with the project in the national interest.

From the foregoing, and in view of the public policy objectives of paragraph (iv) below, the Panel recommended that henceforth the VRA should enhance its Standing Orders in the light of international best practices highlighted above, by instituting additional procedures or modalities for handling such situations and providing guidance on remedial actions to be taken, from the outset of such situations.

Though the Panel noted that the CEO of VRA divested himself of any interest he had in the Complainant Company as of 7th April 2011, it recommended that the VRA should put structures in place to actively monitor this project to ensure that the said conflict-of-interest remains remedied.

- » The Panel noted that the evaluation process and subsequent recommendation of a winning tenderer was in no way technically compromised. As earlier noted, the project originated from the Ministries of Energy (MoE) and Finance & Economic Planning, who appointed VRA to implement. Neither the Ministry of Energy, the CTRB, the ETC of VRA nor indeed the Appeals & Complaints Panel found any issue with the evaluation report or faulted it technically.
- » Having dealt with and disposed of the matter of conflict-of-interest, the Panel concluded that the Complainant could not be faulted either. The company could not be held responsible for the conflict-of-interest of a public officer.

Contrary to the A-G's opinion, the Complainant could not be held to have breached Sections 92(2)(b) and 93 of Act 663, because the applicable conflict-of-interest provisions only dealt with public officers whereas the Complainant was a private company. Secondly, the Panel was of the view that from the evidence, the Complainant tried to make requisite disclosures via the tender forms, which constituted a mitigating factor.

By indicating the existence of a financial conflict-of-interest in its tender documents, the Complainant in effect publicly disclosed and brought the matter out in the open at a very early stage of the tender process through the Applicant's Information Form, as of 22nd July, 2010, in its attempt to abide by and comply with Section 93(1) of the Public Procurement Act, 2003 (Act 663) which states:

"Entities and participants in a procurement process shall, in undertaking procurement activities, abide by the provisions of article 284 of the Constitution"

Article 284 of the 1992 Constitution reads:

"A public officer shall not put himself in a position where his personal interest conflicts or is likely to conflict with the performance of the functions of his office."

The Panel found no evidence of contravention of Section 92(2)(b) of the Public Procurement Act, 2003 (Act 663) by the Complainant, as asserted in the Hon. A-G's opinion, which section states:

"The following shall also constitute offences under this Act:

(b) directly or indirectly influencing in any manner or attempting to influence in any manner the procurement process to obtain an unfair advantage in the award of a procurement contract"

The Panel reiterated that the existence of a conflict-of-interest situation, of its own, does not translate into a direct or indirect influence calculated to obtain an unfair advantage in a procurement process.

Consequently, the Panel found that the Complainant was not liable under Section 92(1) of Act 663 as asserted by the Hon. Attorney-General & Minister for Justice, which states:

“Any person who contravenes any provision of this Act commits an offence and where no penalty has been provided for the offence, the person is liable on summary conviction to a fine not exceeding 1000 penalty units or a term of imprisonment not exceeding five years or to both”.

- » In view of the critical energy requirements of the nation; the fact that the VRA is the technically suitable institution to conduct and supervise this project; and the urgency with which the VRA must implement the essential service of putting the 2 Alstom Gas Turbines, now lying idle, to profitable use, the Panel, in accordance with Sections 80(3)(a) and (b) of the Public Procurement Act, 2003 (Act 663) and by further powers vested under Sections 89 and 90(2)(c) of the same, hereby ratifies the evaluation process undertaken by the VRA and recommends that the PPA mandate the VRA Board to proceed with the tender process as duly evaluated, but subject to the disqualification of the CEO from participating in any decision making thereof, throughout the lifecycle of the entire project, even though he has divested himself of his shares in the Complainant company. These recommendations are also premised on powers vested in the PPA by sections 3(d), (m) and (u) of the Public Procurement Act, 2003 (Act 663). These sections state:-

“3 – In furtherance of its object the Board shall perform the following functions:-

- (d) Monitor and supervise public procurement and ensure compliance with statutory requirements;
- (m) Organize and participate in the administrative review procedures in Part VII of this Act;
- (u) Perform such other functions as are incidental to the attainment of the objects of this Act.

Of persuasive effect also was the limited “Rule of Necessity” from the Political Reform Act 1974 of the State of California.

- » The Panel was unhappy about the refusal of the Central Tender Review Board (CTRB) to respond to and participate in the dispute resolution process, as duly requested. The Panel was of the view that the CTRB’s crucial role as an ‘administrative structure’ within the public procurement system demanded greater cooperation with the sector Regulator, in all matters, particularly in the critical task of dispute resolution.
- The CTRB’s refusal to grant concurrent approval without a thorough and conclusive investigation of the merits or demerits of the case only created a stalemate without providing any credible solution.
- » Case decided in favour of the Complainant.

Public Procurement Authority (PPA)

Re-Design Its Standard Tender Documents

On 10th September, 2013, the Public Procurement Authority (PPA) launched a project to review and redesign the existing Standard Tender Documents (STD's) for goods, works and services in order to conform to new developments in public procurement worldwide.

0.09%

of contracts were awarded through
**Low/Minor Value
Procurement in 2011**



Mr. E. V. Appiah-Dir, BM&E, PPA delivering the CEOs remarks to a section of participants at the Launch of the Re-designing of STDs

The programme which was held at the Kofi Annan ICT Centre in Accra brought together participants from various Professional Bodies, Private Sector and Public Entities among others.

PPA's STDs, which have been in use for almost a decade, are due for an extensive update due to new developments in the procurement landscape—such as new and revised legal policies which have emerged over the years.

The exercise comes under the Ghana-Swiss project on Sustainable Public Procurement (SPP) which is part of an International Initiative called the Marrakech Task Force Approach to SPP. The Support aims to assist the country to introduce sustainability criteria into the public procurement regime and strengthen its monitoring and evaluation system.

The review and redesigning is to ensure the inclusion of social, economic, environmental security as well as health and safety issues in order to bring the existing system at par with international systems without compromising on transparency and accountability.

The review of the current STDs has become necessary, especially at a time when the public is demanding accountability and transparency in the conduct of procurement using public funds. The Authority believes the review of the STDs for procurement of goods, works and services is a major milestone in entrenching the gains of public procurement reforms, and adequately serve its various stakeholders.

The Public Procurement Act, 2003 (Act 663) is being amended, among other things, embed are the issues of the principles of sustainable consumption and production to deliver the much needed infrastructure while ensuring social and environmental development. It is therefore necessary to align our procurement documents and processes with the amended provisions.

The Ghana-Swiss project has since its launch in December 2010 progressed steadily with the inauguration of a multi-stakeholder Ghana Taskforce (GTF) on Sustainable Public Procurement and intensive sensitization exercise on the need to consider and apply sustainability criteria in the country's public procurements. The GTF is currently working on the development of a comprehensive policy document on Sustainable Public Procurement (SPP) to be used in the country.

Sustainable Public Procurement is a process whereby Public institutions meet their needs for goods, service and works in a way that achieves value for money on a whole life-cycle basis in terms of generating benefits not only to the institution, but also the society and the economy while minimizing damage to the environment. 🗑️



September–December 2013 OPEN TENDER CONTRACT AWARDS

As Published On PPA Website

September To December Contract Awards 2013

No.	Entity name	Tender name	Contract award to	Address	Currency	contract award price
1	Ministry of Health	Procurement Of Male Condoms	Tianjin Human-Care Latex Corporation	No. 223, West 14 Road, Tianjin Airport Economic Area, P.C. 300308,China	\$	380,160.00
2	Ministry of Health	Procurement Of Male Condoms	Tianjin Human-Care Latex Corporation	No. 223, West 14 Road, Tianjin Airport Economic Area, P.C. 300308,China	\$	159,667.20
3	Accra Polytechnic	Printing Of Congregational Brochures And Invitation Cards	Frontiers Printing And Publishing Ltd	P.O. Box CT1953, Cantonments Accra	GHC	24,540.00
4	National Lottery Authority	Supply Of Vehicles	Toyota Ghana Company Ltd	P.O. Box GP1644, Accra	GHC	116,000.24
5	National Lottery Authority	Supply Of Vehicles	Toyota Ghana Company Ltd	P.O. Box GP1644, Accra	GHC	116,000.24
6	National Lottery Authority	Supply Of Vehicles	Toyota Ghana Company Ltd	P.O. Box 1644, Accra	GHC	221,450.00
7	National Lottery Authority	Supply Of Vehicles	Western Automobile Centre Ltd	P.O. Box GP2086, Accra	GHC	116,000.24
8	National Lottery Authority	Refurbishment Works At Nia Headoffice	Wilicann Construction Ltd	P.O. Box JTN96 James Town, Accra	GHC	130,080.15
9	National Lottery Authority	Refurbishment Works At Nia Headoffice	Wilicann Construction Ltd	P.O. Box JT96, Accra	GHC	113,718.55
10	National Lottery Authority	Construction Of Canteen	Seidul Enterprise Ltd	P.O. Box 4228, Accra	GHC	149,849.70
11	Accra Polytechnic	Refurbishment Of Sl Laboratory	K.B. Central Construction	P.O. Box GP8200, Accra-North, Accra	GHC	40,025.35
12	National Petroleum Authority	Supply Of Meeting/Visitors' Chairs	1St African Page Limited	P.O. Box BC232, Burma Camp, Accra	GHC	20,781.28
13	Social Security & National Insurance Trust	Supply Of Mattresses For Ghana Hostels Limited	Ashanti Foam Factory Limited	P.O. Box 7136 Accra-North, Accra	GHC	95,900.00
14	Social Security & National Insurance Trust	Supply Of Computer Consumables	Reigneth Company Limited	P.O. Box 11605 Accra-North	GHC	26,768.55
15	Social Security & National Insurance Trust	Supply Of Computer Consumables	Reigneth Company Limited	P.O. Box 11605, Accra-North	GHC	36,304.74
16	Social Security & National Insurance Trust	Supply Of Computer Consumables	Reigneth Company Limited	P.O. Box 11605, Accra-North	GHC	59,225.00
17	National Lottery Authority	Re-Roofing	Seliwas Company Limited	P.O. Box YK1359, Accra	GHC	150,773.05
18	Forestry Commission	Supply Of Corporate Diaries, Calendars & Cards	Khomara Printing Press Ltd.	P.O. Box 7617, Accra-North	GHC	62,070.00
19	Ghana Audit Service	Supply Of Office Stationary	Buck Press Limited	P.O. Box AN12321, Accra- North	GHC	18,009.00
20	Komfo Anokye Teaching Hospital	Nct For The Provision Of Cleaning Services	Christ David Poku Company Ltd	Kumasi	GHC	14,723.00
21	Komfo Anokye Teaching Hospital	Nct For The Provision Of Cleaning Services	Impec Cleaning Services	Kumasi	GHC	1,500.00
22	Komfo Anokye Teaching Hospital	Nct For The Provision Of Cleaning Services	Bontu Ofclean Services	Kumasi	GHC	3,448.00
23	Komfo Anokye Teaching Hospital	Rfp For The Construction Of Public Toilet At Accident And Emergency (A&E) On Build, Operate And Transfer (Bot) Basis	Sir Teeray Company Limited	Koforidua	GHC	98,951.00
24	Kumasi Metropolitan Assembly	Procurement Of Diaries, Calendars And Christmas Cards	Buck Press Limited	Accra	GHC	7,475.00
25	Kumasi Metropolitan Assembly	Procurement Of Diaries, Calendars And Christmas Cards	Khomara Printing Press	Accra	GHC	15,160.00
26	Kumasi Metropolitan Assembly	Nct For Waste Collection Services	Zoomilon (Ghana) Limited	Kumasi	GHC	11,352.00

September To December Contract Awards 2013

No.	Entity name	Tender name	Contract award to	Address	Currency	contract award price
27	Local Government Service Secretariat	Procurement Of Office Equipment And Furniture	Yepon Ventures	P.O. Box 1555,Dansoman, Accra	GHC	78,050.00
28	Local Government Service Secretariat	Procurement Of Computers And Accessories	Sam And Connie	P.O. Box 1460, Tema, Ghana	GHC	119,700.00
29	Agona West Municipal Assembly	Procurement Of Works And Goods	M/S Anastasia Company Ghana Limited	P.O. Box CT333, Cantonments, Accra	GHC	75,925.04
30	Agona West Municipal Assembly	Procurement Of Works And Goods	M/ Kanman Construction	P.O. Box 3019, Kaneshie, Accra	GHC	136,507.00
31	Agona West Municipal Assembly	Procurement Of Works And Goods	M/S Eclias Limited	P.O. Box 16589, Accra-North	GHC	283,146.00
32	Agona West Municipal Assembly	Procurement Of Works And Goods	M/S Westgate Engineering	P.O. Box Kd 524, Kanda, Accra	GHC	56,880.00
33	Social Security & National Insurance Trust	Supply Of Vehicles	Japan Motors Trading Company Limited	P.O. Box AN5216, Accra-North	GHC	78,750.00
34	Social Security & National Insurance Trust	Supply Of Promotional Aids - Diaries And Calendars	Paper House	P.O. Box TA239, Taifa, Accra	GHC	79,410.38
35	Social Security & National Insurance Trust	Procurement Of Technical Services	Paper House	P.O. Box TA239, Taifa, Accra	GHC	86,422.50
36	Social Security & National Insurance Trust	Supply And Installation Of 2No. 20.7 Kva Automatic Voltage Regulators	Faigreen Limited	P.O. Box GP579, Accra	GHC	47,516.58
37	Social Security & National Insurance Trust	Construction Of Fence	Fadl-Rahaman Enterprise Limited	P.O. Box AX1651, Takoradi	GHC	70,322.04
38	Social Security & National Insurance Trust	Construction Of Fence	Fadl-Rahaman Enterprise Limited	P.O. Box AX1651, Takoradi	GHC	70,322.04
39	Social Security & National Insurance Trust	Rehabilitation Of Executive Guest House At North Ridge Accra	Myturn Limited	P.O. Box SR456, Spintex, Accra	GHC	159,494.50
40	University of Cape Coast	Procurement Of Laserjet Printers	Ultimate Supplies Limited	P.O. Box AC342, Accra-North	GHC	42,140.00
41	University of Cape Coast	Supply Of Vehicles	Toyota Ghana Company Limited	P.O. Box 1644, Accra	GHC	505,000.00
42	University of Cape Coast	Supply Of Generator	Rana Motors And Metal Works Eng Co. Ltd	P.O. Box AN7617	GHC	32,840.00
43	University of Ghana (UG)	Supply Of Motor Bikes	Madson Japan Engineering Limited	P.O. Box 16990, Accra	GHC	25,000.00
44	University of Ghana (UG)	Supply Of Printers	Oman Fofor Trading Co. Ltd.	P.O. Box AN7101, Accra-North	GHC	12,455.54
45	University of Ghana (UG)	Supply Of Printers	Accu Computers Limited	P.O. Box 1868, Accra	GHC	8,705.50
46	University of Ghana (UG)	Supply Of Printers	Datasource Infotech Limited	P.O. Box MS599, Mile-Seven, Accra	GHC	22,425.00
47	University of Ghana (UG)	Supply Of Toilet Paper (1X10)	Fordflora Company Limited	P.O. Box MD962, Madina, Accra	GHC	87,324.68
48	University of Ghana (UG)	Supply And Installation Of Photocopiers	Ultimate Supplies Limited	P.O. Box AC342, Accra	GHC	49,875.00
49	University of Ghana (UG)	Supply Of 2014 Calendars And Diaries	Checkpoint Ghana Limited	P.O. Box 865, Mamobi, Accra	GHC	13,512.50
50	University of Ghana (UG)	Supply Of 2014 Calendars And Diaries	Express International African Limited	P.O. Box CT6055, Cantonments, Accra	GHC	45,000.00
51	University of Ghana (UG)	Supply Of Vehicles	Toyota Ghana Limited	P.O. Box 1644, Accra	GHC	80,453.00
52	University of Professional Studies, Accra	Supply Of Double Cabin Pick-Up Cross Country Vehicle	Japan Motors Trading Company Limited	P.O. Box AN5216, Accra-North, Ghana	GHC	297,505.00
53	Bank of Ghana	Procurement Of Sanitary Items	Fon Limited	P.O. Box 10254, Accra-North	GHC	76,000.00
54	Bank of Ghana	Procurement Of Stationery	Kingdom Books And Stationery Limited	P.O. Box 187 C2, Tema Ghana	GHC	83,346.00
55	Bank of Ghana	Procurement Of Stationery	Asas Companylimited	P.O. Box GP18092, Accra, Ghana	GHC	105,078.50

September To December Contract Awards 2013

No.	Entity name	Tender name	Contract award to	Address	Currency	contract award price
56	Bank of Ghana	Procurement Of Stationery	Kwakblack Enterprise	P.O. Box 935, Accra, Ghana	GHC	39,012.38
57	Bank of Ghana	Procurement Of Stationery	Vista 2000 Limited	P.O. Box CT1147, Cantonments, Accra	GHC	121,280.00
58	Bank of Ghana	Procurement Of Stationery	Yenka Investment Limited	P.O. Box AT125, Achimota, Accra	GHC	9,890.00
59	Ghana Water Company Limited	Supply Of 2014 Corporate Diaries And Calendars	Below The Line	P.O. Box CT5144, Accra-Ghana	GHC	92,275.00
60	Ghana Water Company Limited	Supply Of 2014 Corporate Diaries And Calendars	Rhotchets Limited	P.O. Box CT1498, Cantonments, Accra	GHC	24,000.00
61	University of Ghana (UG)	Supply Of Motor Bikes	Madson Japan Engineering Limited	P.O. Box 16990, Accra	GHC	25,000.00
62	University of Ghana (UG)	Supply Of Printers	Oman Fofor Trading Co. Ltd.	P.O. Box AN7101, Accra-North	GHC	12,455.54
63	University of Ghana (UG)	Supply Of Printers	Accu Computers Limited	P.O. Box 1868, Accra	GHC	8,705.50
64	University of Ghana (UG)	Supply Of Printers	Datasource Infotech Limited	P.O. Box MS599, Mile-Seven, Accra	GHC	22,425.00
65	University of Ghana (UG)	Supply Of Toilet Paper (1X10)	Fordflora Company Limited	P.O. Box MD962, Madina, Accra	GHC	87,324.68
66	University of Ghana (UG)	Supply And Installation Of Photocopiers	Ultimate Supplies Limited	P.O. Box AC342, Accra	GHC	49,875.00
67	University of Ghana (UG)	Supply Of 2014 Calendars And Diaries	Checkpoint Ghana Limited	P.O. Box 865, Mamobi, Accra	GHC	13,512.50
68	University of Ghana (UG)	Supply Of 2014 Calendars And Diaries	Express International African Limited	P.O. Box CT6055, Cantonments, Accra	GHC	45,000.00
69	University of Ghana (UG)	Supply Of Vehicles	Toyota Ghana Limited	P.O. Box 1644, Accra	GHC	80,453.00
70	Accra Polytechnic	Supply Of Metal Scaffold	Halleli Ventures	P.O. Box CT5206, Cantonment, Accra	GHC	8,500.00
71	Accra Polytechnic	Supply Of Metal Scaffold	Halleli Ventures	P.O. Box CT5206, Cantonment Accra	GHC	8,500.00
72	Accra Polytechnic	Supply Of Congregation Brochures And Invitation Cards	Derisco Company Limited	P.O. Box AT1426	GHC	18,975.00
73	Accra Polytechnic	Supply Of Student Mattress	Ashaanti Foam Factory Limited	P.O. Box 7136, Accra	GHC	39,600.00
74	Accra Polytechnic	Writing Desk And Swivel Chairs	Apex Investment (Gh) Limited	P.O. Box GP2492, Accra	GHC	28,000.00
75	Social Security & National Insurance Trust	Supply And Installation Of Computer Hardware	Perfect Business Systems	P.O. Box GP13724, Accra	GHC	102,330.00
76	Social Security & National Insurance Trust	Supply And Installation Of 500Kva Generator	Elkhart Enterprise	P.O. Box 2026, Dansoman Estate, Accra	GHC	150,760.00
77	University of Ghana (UG)	Supply And Installation Of Computers And Accessories	Sambus Company Limited	P.O. Box 16701, Accra-North	GHC	164,605.80
78	University of Ghana (UG)	Supply And Installation 2.5 Hp Split Air Conditioners	Mike's International Ghana Limited	P.O. Box CT3078, Accra	GHC	150,000.00
79	University of Ghana (UG)	Supply Of Vehicles	Cfao Ghana Limited	P.O. Box GP70, Accra	GHC	536,380.00
80	University of Ghana (UG)	Supply Of Lcd Projectors	Accu Computers Limited	P.O. Box 15732, Accra-North	GHC	105,052.50
81	Social Security & National Insurance Trust	Construction Of Bungalow	F. M. Contrad Company Limited	P.O. Box TA98, Old Tafo, Kumasi	GHC	389,693.90
82	Social Security & National Insurance Trust	Supply And Installation Of Computer Hardware	Fairgreen Limited	P.O. Box GP579, Accra	GHC	666,683.10
83	Social Security & National Insurance Trust	Construction Of Bungalow	F. M. Contrad Company Limited	P.O. Box TA98, Old Tafo-Kumasi	GHC	389,693.90
84	Social Security & National Insurance Trust	Supply Of Vehicles	Mechanical Lloyd	P.O. Box 2086, Accra.	GHC	339,275.00
85	Social Security & National Insurance Trust	Printing And Supply Of Office Stationery	Triple A Enterprise Limited	P.O. Box LT655, Laterbiakorshie-Accra	GHC	68,166.00
86	Social Security & National Insurance Trust	Supply Of Vehicles	Japan Motors Trading Co. Ltd.	P.O. Box AN5216, Accra-North	GHC	574,476.00

September To December Contract Awards 2013

No.	Entity name	Tender name	Contract award to	Address	Currency	contract award price
87	Regional Health Directorate - Upper West	Supply Of Laptop Computer And Wireless Modems	Jaycres	Pobik5	GHC	2,314,567.00
88	National Health Insurance Authority	Supply Of Office Furniture	Expert Furniture Ltd.	P.O. Box OS3015, Osu-Accra	GHC	6,927,000.00
89	National Health Insurance Authority	Supply Of Office Furniture	Benje Standard Furniture	P.O. Box KN2215, Kaneshie-Accra	GHC	1,323,000.00
90	National Health Insurance Authority	Supply Of Office Furniture	Pentax Investments Ltd.	P.O. Box LT198, Latebikorshie, Accra	GHC	4,944,000.00
91	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Sir Joe Enterprise	P.O. Box KS10736, Kumasi	GHC	191,930.00
92	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Kinapharma Ltd	P.O. Box KS921, Kumasi	GHC	1,331,500.00
93	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Lymens Medical Supplies Ltd	P.O. Box DSI776, Dansoman-Accra	GHC	350,950.00
94	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Ernest Chemists Ltd	P.O. Box 3945, Accra	GHC	930,500.00
95	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	G R Industries Ltd	P.O. Box 3368, Accra	GHC	134,700.00
96	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Gokais Ltd	P.O. Box GP623, Accra	GHC	224,700.00
97	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Sharp Pharmaceuticals Ltd	P.O. Box AN6656, Accra-North	GHC	9,000.00
98	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Sanbao (Gh) Pharmaceuticals Ltd	P.O. Box CE12118, Comm 11, Tema	GHC	385,200.00
99	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Intravenous Infusions Ltd	P.O. Box KF63, Koforidua	GHC	34,800.00
100	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Rock Chemists	P.O. Box 15386, Accra-North	GHC	47,700.00
101	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Cspc Medsoluton (Gh) Ltd	P.O. Box GP13713, Accra	GHC	190,750.00
102	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Spintex Chemist Ltd	P.O. Box MP1487, Mamprobi-Accra	GHC	793,500.00
103	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Gulin Pharmaceutical (Gh) Ltd	P.O. Box KPMB 58, Accra	GHC	200,000.00
104	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Sinopharm (Ghana) Ltd	P.O. Box MP2951, Mamprobi, Accra	GHC	66,000.00
105	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	East Cantonmens Pharmacy Ltd	P.O. Box GP20149, Accra-North	GHC	171,750.00
106	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Oson's Chemist Ltd	P.O. Box 2884, Kumasi	GHC	32,130.00
107	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Supra Pharmaceuticals Ltd	P.M.B. CT333, Cantonment Accra	GHC	4,600.00
108	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Amex Pharmacy Ltd	P.O. Box CT5036, Cantonment, Accra	GHC	34,100.00
109	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Roxin Ghana Ltd	P.M.B 78, Cantonment, Accra	GHC	80,700.00
110	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Dannex Ltd	P.O. Box 5258, Accra	GHC	242,200.00
111	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Surgegate & Pharma Ltd	P.O. Box CT4575, Cantonment, Accra	GHC	14,000.00
112	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Hilis Pharmacy Ltd	P.O. Box GP14672, Accra	GHC	56,000.00
113	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Palb Pharmaceuticals Ltd	P.O. Box 4437, Kumasi	GHC	382,000.00
114	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Pharmanova Ltd	P.O. Box 579, Achimota Market, Accra	GHC	526,006.00
115	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Phyto-Riker (Gihoc) Pharmaceuticals Ltd	P.O. Box AN5266, Accra-North	GHC	60,000.00
116	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Aspee Pharmaceuticals Ltd	P.O. Box 201, Ejisu-Kumasi	GHC	75,000.00
117	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Victoris Pharmaceuticals Ltd	P.O. Box AN15088, Accra-North	GHC	11,000.00
118	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Danadams Pharmaceuticals Ltd	P.O. Box TS73, Teshie-Accra	GHC	18,000.00

September To December Contract Awards 2013

No.	Entity name	Tender name	Contract award to	Address	Currency	contract award price
119	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Mega Lifesciences Ghana Ltd	P.O. Box AD155, Accra	GHC	25,800.00
120	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	Eskey Therapeutics Ltd	P.O. Box DK431, Darkuman, Accra	GHC	43,200.00
121	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Emperor Company Ltd	P.O. Box KS9377, Kumasi	GHC	172,900.00
122	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Investrade International Company Ltd	P.O. Box DS389, Dansoman, Accra	GHC	957,100.00
123	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Jilloof Manufacturing & Trade Ltd	Block 'K' Nic2/101, Tema	GHC	49,720.00
124	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Stak - Fam Company Ltd	P.O. Box X618, Kumasi	GHC	18,100.00
125	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Sanbao (Gh) Pharmaceuticals Ltd	P.O. Box CE12118, Comm 11, Tema	GHC	40,000.00
126	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Paib Pharmaceuticals Ltd	P.O. Box 4437, Kumasi	GHC	76,500.00
127	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Belshaw Ltd	P.O. Box CE11542, Tema	GHC	60,760.00
128	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Rochefaud (Gh) Ltd	P.O. Box CT5643, Accra	GHC	57,750.00
129	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Ernest Chemists Ltd	P.O. Box 3345, Accra	GHC	85,270.00
130	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Joffass Enterprise	P.O. Box KS11699, Kumasi	GHC	17,600.00
131	Ashanti Regional Health Directorate	Supply Of Non - Medicineconsumables	Frandaq Agency	P.O. Box GP15416, Accra	GHC	647,445.00
132	National Health Insurance Authority	Supply Of Stationery	Perfect Business Systems	No. 260 South La Esiates La Beach Road	GHC	16,000.00
133	National Health Insurance Authority	Supply Of Stationery	Ostenfield Limited	P.O. Box 347, Teshie-Nungua Accra	GHC	4,075,622.00
134	State Insurance Commission	Diaries And Calendars	Below The Line Ghana Limited	P.O. Box CT9144, Cantonments Accra	GHC	46,500.00
135	State Insurance Commission	Diaries And Calendars	Type Company Limited	P.O. Box KN854, Kaneshie, Accra	GHC	24,569.75
136	State Insurance Commission	Christmas Cards For 2013	Type Company Limited	P.O. Box KN854, Kaneshie, Accra	GHC	2,714.00
137	Accra Polytechnic	Supply Of Air Conditioners And Table Top Fridges	Madsom Japan Eng.(Gh) Ltd	P.O. Box 16990, Accra	GHC	57,000.00
138	Regional Health Directorate - Western Region	Supply Of Essential Medicines	Gokals Ltd	P.O. Box 623, Accra	GHC	822,520.00
139	Ghana Health Service	Supply Of Essential Medicines	Paib Pharmaceuticals Ltd	P.O. Box KN3418, Accra	GHC	239,900.00
140	Regional Health Directorate - Western Region	Supply Of Essential Medicines	Anyton Drugs Ltd	P.O. Box 2149, Accra	GHC	313,727.00
141	Ghana Health Service	Supply Of Non-Medicine Consumables	Stak-Fam Company Limited	P.O. Box X 618, Kumasi	GHC	182,600.00
142	University College of Education Winneba (UCEW)	Supply Of 2014 Diaries	Jit Services Limited	P.O. Box AO667, Accra	GHC	85,119.20
143	University College of Education Winneba (UCEW)	Supply Of 2014 Calendars	Sakoa Press Limited	P.O. Box, Accra	GHC	22,433.63
144	Regional Health Directorate - Ashanti Region	Supply Of Essential Medicine	M & G Pharmaceuticals Limited	P.O. Box 1681, Accra	GHC	164,900.00
145	University for Development Studies	Supply Of Textbooks For Faculties Of Mathematical Sciences And Applied Sciences	Giffred Ventures	P.O. Box MB516, Accra	GHC	23,885.00
146	University for Development Studies	Supply Of Textbooks For The Faculty Of Education	Giffred Ventures	P.O. Box MB516, Accra	GHC	50,076.00
147	University for Development Studies	Supply Of Computers And Accessories For Smths	Total Supplies And Services Ltd	P.O. Box 1700, Tamale	GHC	61,621.50
148	University for Development Studies	Supply And Installation Of Air Conditioners	Total Supplies And Services Ltd	P.O. Box 1700, Tamale	GHC	80,500.00

September To December Contract Awards 2013

No.	Entity name	Tender name	Contract award to	Address	Currency	contract award price
149	University for Development Studies	Supply Of Office Equipment	Total Supplies And Services Ltd	P.O. Box 1700, Tamale	GHC	38,170.00
150	University for Development Studies	Supply And Installation Of Windows Server Software With Client Access License (Cal)	Abe Ventures	P.O. Box GP3554, Accra	GHC	63,242.00
151	Accra Polytechnic	Supply Of C Errifcate Folders	Hallei Ventures	P.O. Box CT5206, Accra	GHC	37,500.00
152	Accra Polytechnic	2014 Corporate Diaries	Hallei Ventures	P.O. Box CT5206, Accra	GHC	25,500.00
153	Accra Polytechnic	Supply Of 2014 Calendars	Hallei Ventures	P.O. Box 5206, Accra	GHC	8,500.00
154	Accra Polytechnic	Procurement Of Bunk Beds	Ostenfield Enterprise	P.O. Box 347, Nungua	GHC	50,000.32
155	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Ipnc	P.O. Box 7617, Accra, Ghana	GHC	67,149,313.00
156	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Ipnc	P.O. Box 7617, Accra	GHC	4,042,278.00
157	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Ipnc	P.O. Box AN7617 Accra-North	GHC	14,486,590.00
158	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Ipnc	P.O. Box AN7617 Accra	GHC	22,655,385.00
159	National Health Insurance Authority	Supply & Installation Of Ict Equipment	E-Cube Technologies	P.O. Box AT1225, Achimota-Accra	GHC	6,700,000.00
160	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Fairgreen	No 77 Faanofa Road Box Ct 124 Kokomlemle Accra	GHC	76,149,148.00
161	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Fairgreen Ltd.	No. 77 Faanofa Road, P.O. Box GP579, Teshie Nungua	GHC	23,782,370.00
162	National Health Insurance Authority	Supply & Installation Of Ict Equipment	Fairgreen Ltd.	No.77 Faanofa Road, P.O. Box 579 Accra	GHC	857,287.00
163	Social Security & National Insurance Trust	Supply And Installation Of Queuing Management System	Grasat Systems & Consultancy Limited	P.O. Box GP1124, Accra	GHC	29,049.44
164	Social Security & National Insurance Trust	Supply And Installation Of Queuing Management System	Grasat Systems And Consultancy Limited	P.O. Box GP1124, Accra.	GHC	29,049.44
165	University for Development Studies	Supply Of 15 Seater Buses	Japan Motors Trading Co. Ltd	P.O. Box 384, Tamale	GHC	178,000.00
166	University for Development Studies	Supply Of 3No. 4X4 Double Cabin Pick Ups	Japan Motors Trading Co. Ltd	P. O Box 384, Tamale	GHC	181,194.00
167	University for Development Studies	Supply Of 1No 4x4 Station Wagon	Toyota Ghana Company Ltd	P.O. Box 1644, Accra	GHC	135,407.70
168	University for Development Studies	Supply Of Office Equipment	Derisco Co. Ltd		GHC	54,901.00
169	Social Security & National Insurance Trust	Supply Of Curtains	J & D Textiles Limited	P.O. Box M451, Accra	GHC	86,230.20
170	Social Security & National Insurance Trust	Supply Of Curtains	J & D Textiles Limited	P.O. Box M451, Accra.	GHC	86,230.20
171	Minerals Commission	Procurement Of 2014 Calendars And Diaries	Print Right Limited	P.O. Box OS049, Osu, Accra	GHC	31,740.00
172	Minerals Commission	Procurement Of 2014 Calendars And Diaries	Below The Line Ghana Limited	P.O. Box CT5144, Cantonments, Accra	GHC	41,000.00

Observatory

The attention of our roving cameras have over the years captured diverse designs, shapes and sizes of tender boxes strategically located within the premises of many procuring entities. We welcome your thoughts/suggestions on the most appropriate design for a tender box.



We welcome your feedback via procdigest@ppaghana.org

STAFFNEWS

2013 can be described as a year of bliss for many staff in PPA who tied the nuptial knot with the love of their lives. We present to you excerpts of some of these ceremonies:



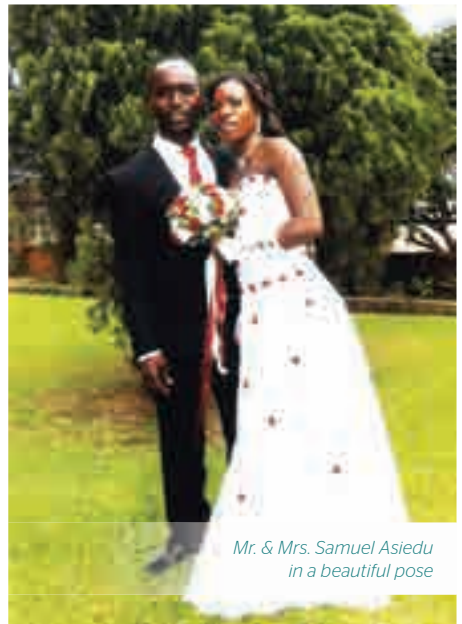
PPA staff @ the wedding ceremony of Mr. Ebenezar Larbi- Snr. Accounts Officer of PPA



Mr. & Mrs. Ebenezar Larbi doing their first dance after the blessing of their marriage



A section of PPA staff at the wedding ceremony of Mr. Samuel Asiedu, Dispatch Rider



Mr. & Mrs. Samuel Asiedu in a beautiful pose



Gideon Sandinah

Assistant IT Officer, MIS Directorate, PPA

Gideon is the latest entrant into the PPA fold. He joined the PPA, MIS Directorate in April, 2013. He is an enthusiastic and versatile IT professional, who enjoys being part of, as well as leading, a successful and productive team.

As a Science student of St. Thomas Aquinas Senior High School, Gideon proceeded to the University of Ghana to pursue a Bachelor of Science Degree in Computer and Physics. Following his passion for data management and web development, he furthered his studies in Business Computing at the Kofi Annan Centre for Excellence in ICT (Advanced Information Technology Institute).

Having worked with Atlantis Radio, Multi TV and the University of Ghana, Mr. Sandinah expresses his exceeding joy to join the outstanding team of the Public Procurement Authority. He says "it is my earnest desire and goal to bring my skills on board to develop and maintain an efficient computerized information system that would enhance public procurement in Ghana while developing myself professionally as well".

His hobbies include learning new skills, playing the game of chess, surfing the net and listening to music.



Staff of PPA @ the wedding of Mrs. Lillian Dwamena-Assistant Admin. Officer of PPA



Mr. & Mrs. Dwamena in a lovely pose

Laugh Out



The Escape

Sam escaped from the Psychiatric Hospital. When he got home, he called the Psychiatric Hospital on phone and asked; "Is there any one in Room 8, Ward one?"

The Receptionist on phone replied; "Just a minute sir hold on let me check."

A while later the Receptionist came back on the phone and said; "There is no one sir."

Sam exclaimed; "Wow! Okay my dear."

The Receptionist said; "But why did you asked sir?."

Sam replied; "I wanted to be sure if I've escaped."

A Better Excuse

Kwaku came into the office an hour late for the third time in one week and found his boss waiting for him. "What's the story this time, Kweku?" his boss asked sarcastically. "Let's hear a good excuse for a change." Kweku sighed, "everything went wrong this morning. My wife decided to drive me to the station. She got ready in ten minutes, but then the bus didn't turn up." "Rather than let you down, I walked all the way to the river side, swam across the river, ran over the mountain, borrowed a bicycle and cycled 20 miles through the field to the office. "

"You'll have to do better than that, Kweku," said his boss, disappointed.

"No woman can be ready in ten minutes!"

The Whisper

A mother took her little boy to church. While in church, the little boy said, "Mommy, I have to pee."

The mother said to the little boy, "it's not appropriate to say the word 'pee' in church. So, from now on whenever you have to 'pee' just tell me that you have to 'whisper'."

The following Sunday, the little boy went to church with his father and during the service said to his father, "Daddy, I have to whisper". The father looked at him and said, "Okay, just whisper in my ear."

Good Church Excuse

A friend of mine was in front of me coming out of church one day, and the Priest was standing at the door, as always, to shake hands with worshipers.

He grabbed my friend by the hand and pulled him aside and said to him, "You need to join the army of the Lord."

My friend replied, "I'm already in the army of the Lord, Father." So the priest inquired further, "Then how come I only see you at Christmas and at Easter?"

My friend whispered back, "I'm in the secret service."

Poor Economy Joke

I met a man yesterday who's a walking economy.

The front of his hair is in recession, his stomach was a terrible victim of inflation, and the combination together are putting him into a deep depression!

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