

PUBLIC

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

GUYANA

**ESTABLISHING THE INSTITUTIONAL FRAMEWORK FOR PUBLIC SECTOR
INVESTMENT PROGRAMMING AND MANAGEMENT NON-REIMBURSABLE
TECHNICAL COOPERATION**

(TC-95-02-25-5)

PLAN OF OPERATIONS

NOVEMBER, 1995

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ABBREVIATIONS

CTB	Central Tenders Board
GOG	Government of Guyana
MOF	Ministry of Finance
PEC	Project Evaluation Committee

**ESTABLISHING THE INSTITUTIONAL FRAMEWORK FOR PUBLIC SECTOR INVESTMENT
PROGRAMMING AND MANAGEMENT
NON-REIMBURSABLE TECHNICAL COOPERATION**

(TC-95-02-25-5)

EXECUTIVE SUMMARY

REQUESTER: Ministry of Finance, Government of Guyana

EXECUTING AGENCY: Planning Unit, Ministry of Finance

BENEFICIARIES: Ministry of Finance and other Line Agencies

FINANCING:

IDB:	US\$150,000 (FSO)
Local counterpart funding:	US\$ 20,000
Total:	US\$170,000

TERMS:

Execution period:	9 months
Disbursement period:	1 year

ENVIRONMENTAL CLASSIFICATION: The Environmental Management Committee, at its meeting of August 29, 1995, classified this as a Category II operation.

OBJECTIVES: The objective of this technical cooperation is to develop public sector investment planning and management capacity in the Planning Unit of the Ministry of Finance and in the line agencies. The project will facilitate the preparation of an inventory of viable projects which could be included in a pre-investment program, and development of procurement procedures and systems that will improve the efficiency and effectiveness of procurement process and thus public investment management in the country.

DESCRIPTION: The program will achieve these objectives through two subprograms: Subprogram I - Support for the enhancement of the pre-investment capacity, and Subprogram II - Support of the improvement of procurement procedures.

Subprogram I will include training the staff of the Ministry of Finance and Planning, and selected line agencies in project management. It will also include conducting an information systems review and audit and preparation of information systems plan for improving the decision support systems required for the public sector investment programming process.

Subprogram II will facilitate the improvement in the management of the procurement process in Guyana, by assisting in preparation of the proposed new Tenders Act, and implementation of the new Tendering Procedures and an automated document processing system.

The activities to be carried out under this program will be done by individual consultants over a six-month period, and will require approximately 24 months of advisory services. Responsibility for execution will lie in the Ministry of Finance with the Project Cycle Management and Public Sector Investment Programming Department of the Planning Unit.

BENEFITS:

The program would facilitate streamlining of the activities which would provide the government with the decision support information required for management of their public investment program, specifically capacity to manage the pre-investment and procurement process, especially the preparation of terms of reference and bid packages, and the evaluation of proposals.

RISKS:

The possible risks include inadequate or inappropriate allocation of counterpart staff. The project will focus on streamlining and expediting actual day to day activities that staff members are required to perform, thus enabling their full participation.

Delays in adoption of the new Tendering Act will also impact negatively on the procurement process. Adoption of the Tendering Act will be a condition of the proposed Pre-Investment Loan.

High staff turnover negatively impacts the capacity of the government of Guyana. However, by requiring the preparation of simple and concise user guidelines as well as self-guided tutorials, knowledge transfer will be enabled. In addition, a local agency such as the University of Guyana, or the Guyana Management Institute, will participate in training of trainers exercises, to facilitate knowledge transfer in the future.

**EXCEPTIONS TO
BANK POLICY:**

A revolving fund will be established for 20% of the total project cost, given the fact that international consultants will be hired and substantial amounts of foreign exchange will be required during project start-up.

**THE BANK'S
COUNTRY STRATEGY:**

The Bank strategy for Guyana identifies investments in social sectors, natural resource management, agriculture and electricity as a priority for the next three years. The proposed programs will require improvements in the inputs by government to improve the quality of their design and management. This project will support the government's efforts to strengthen its capacity to design and manage its investment portfolio.

**SPECIAL
CONTRACTUAL
CONDITIONS:**

This project is to provide on-the-job training and technical assistance, thus the GOG shall be required to name the counterpart staff assigned at the Ministry of Finance, the Attorney General's Office and in each line agency as a condition prior to first disbursement.

I. BACKGROUND

- 1.1 Several of the systems and structures required for effective and efficient public sector investment programming and management are currently absent in Guyana. This is due to factors such as: (i) limited project preparation capacity; (ii) limited absorptive capacity to implement projects; (iii) lack of knowledge and experience in dealing with donor agencies' policies and procedures; and, (iv) the use of archaic systems.
- 1.2 Historically the Bank has shouldered the responsibility for the preparation, analysis, appraisal, and to a large extent, even the identification of projects. As such, there is a lack of ownership of projects, resulting in lack of commitment of government officials to prompt and timely implementation.
- 1.3 Currently the Carter Center is assisting the Government of Guyana (GOG) to prepare sectoral policies and a long-term development strategy, which should be completed by the end of this year. However, given the GOG's limited capacity to undertake project preparation, it is necessary to establish the institutional framework for the proper preparation and implementation of public sector investment programming.
- 1.4 Such a framework will require both training and implementation of adequate decision support systems. A review of such systems in the Ministry of Finance (MOF) revealed the following: over-design of computerized systems and concurrent under-utilization; inadequate and/or user-hostile documentation; inadequate and inappropriate staff allocation; improper engineering design and high failures in the hardware performance; and lack of an information technology policy or plan. Furthermore, in past technical assistance programs there has been insufficient interaction between the consultants and stakeholders, resulting in little or no knowledge transfer.
- 1.5 The procurement process has also been identified as one of the major issues which have negatively affected project implementation. A Cabinet sub-committee appointed in 1993 to review the tendering procedures and guidelines, advocated the urgent restructuring of the Central Tenders Board (CTB) and the redrafting of the procedures and guidelines. Some of the recommendations include expansion of the composition of and granting more autonomy to the CTB, establishment of a panel of technical experts to advise the CTB on technical matters, and establishment of a Procurement Secretariat. A draft of a new CTB act has been submitted for the consideration of Cabinet. Revision of the Tenders Act and the implementation of the recommended procedures is now required.

A. Beneficiaries and executing agency

- 1.6 The public sector in Guyana has experienced several changes in the structure of institutions since 1992, including the closure of some

agencies which still exist legally. In 1993, both the State Planning Secretariat and the functions and staff of the Department of International Economic Cooperation were assigned to the Ministry of Finance (MOF). The Planning Unit in the MOF is comprised of four divisions: Public Enterprise Monitoring and Private Sector Development, Project Cycle Management and Public Sector Investment Programming, International Relations, and Macro-Economic Policy and Programming.

- 1.7 Preparation of a public sector investment program requires streamlining the activities and operations of the Planning Unit's Project Cycle Management (PCM) and Public Sector Investment Programming Division (PCM/PSIP) with respect to: (i) review of submissions for the annual budget; (ii) PSIP conformity to national and sectoral objectives; (iii) preparation and monitoring of projects; and (iv) timing of the implementation of projects.

B. Previous IDB initiatives

- 1.8 There have been two Bank initiatives to enhance capability in the area of public investment management:

1. ATN/TF-1926-GY. This technical cooperation was to assist in the removal of institutional restrictions constraining the mobilization and absorption of financial resources needed to attain growth. The recommendations included the provision of management information systems for public sector investment planning and programming.
2. ATN/SF-3115-GY. Following on the above recommendations, this technical cooperation was to develop information management systems for macro-level planning and project appraisal, and project cycle management. While there is some use of the information management system for word-processing and spreadsheet applications, the specialized software for project cycle management is not being used, and the process has not been institutionalized, owing largely to inadequate systems design and training.

- 1.9 An assessment of the outcomes and impact of previous technical assistance reveals the need for improved training programs and didactic material, as well as more broadbased training in order to improve the rate of knowledge transfer and enhance the sustainability of technical assistance. Training program design must take into full account the structure, makeup, and dynamic nature of the public sector. In addition, factor analysis of all the critical environmental factors (including human factors) must be considered when designing computer-based management information system.

- 1.10 In order to prepare a pre-investment loan program that allows for GOC participation and results in GOC ownership, there is need to strengthen the government's capacity with a fully institutionalized process that takes into account both the absorptive capacity and

dynamics of Guyana's public sector. This will require broadbased training of the various stakeholders and the use of sustainable decision support systems.

II. OBJECTIVES

- 2.1 The objective of this technical cooperation is to create the necessary environment in which a multi-sectoral pre-investment program could operate effectively and efficiently.
- 2.2 Specifically, the objectives of the technical cooperation are to:
 1. develop pre-investment planning and management capacity in the Planning Unit of the MOF and in the participating line agencies, in order to facilitate the identification, preparation, selection, and prioritization of an inventory of viable projects which could be included in a pre-investment program.
 2. develop procurement procedures and systems that will improve the efficiency and effectiveness of the CTB, the Attorney General's Office, and thus public investment management in the country.

III. PROJECT DESCRIPTION

A. Overview

- 3.1 The program will achieve these objectives through two subprograms: Subprogram I - Support for the strengthening of the pre-investment capacity, and Subprogram II - Support for the improvement of procurement procedures, and will be executed over a period of nine months.
- 3.2 Subprogram I will enhance the capacity of the GOG to prepare and manage a preinvestment loan program through training the staff in the MOF and the planning units in the line agencies, in project management and improving the decision support systems. Subprogram I will include: (i) definition and design of monitoring and reporting requirements and systems; (ii) training in project preparation and execution management.
- 3.3 Subprogram II will facilitate the efficient management of the procurement process in Guyana, and will include: (i) preparation of the proposed new Tenders Act which would establish new procedures and guidelines, restructure the CTB, and set up a Procurement Secretariat; and (ii) implementation of new tendering procedures and automated document processing systems.

- 3.4 This technical assistance will place emphasis on the institutionalization of the processes. For example, the training program will include the training of trainers for institutions such as the University of Guyana and the Guyana Management Institute, which regularly provide training for the public sector. User-friendly procedures and self-guided training materials will also be developed in order to improve system sustainability.

1. Subprogram I: Support for the strengthening of the pre-investment capacity

- 3.5 Under this subprogram project management experts, and information systems specialists will be required to undertake the following activities:

a. Definition and design of requirements for stakeholders

As the first task, an evaluation of the status of the PSIP process and the institutional framework will be conducted by the project management experts. The requirements for all stakeholders with respect to data input, reporting, monitoring, and evaluation for the project cycle will be assessed, and procedures developed that will enable the institutions to prepare, manage, and sustain the activities necessary for public investment management. This will include an information systems audit and the preparation of a comprehensive information systems management plan for the PSIP process. Existing PMIS will be updated to meet the requirements, and training programs for the relevant staff in the use of the information system developed and implemented as necessary.

b. Training in Project Management

Training in project preparation and execution management will be conducted for the relevant personnel in the MOF and the line ministries and agencies, as well as in the municipal and regional authorities. This will include training in the preparation of terms of reference and project profiles, and other activities required for proper management of the PSIP process. Training of trainers will be conducted for the staff of the University of Guyana and other selected training institutions. Existing sector plans being prepared by the Carter Center will be used as a basis for the preparation of training case studies that are relevant to the Guyanese environment.

2. Subprogram II: Support for the improvement of procurement procedures

- 3.6 Under this subprogram, a legal expert, an information systems specialist, a records management expert, and a procurement expert will be required to undertake the following activities:

a. Finalization of the proposed new Tenders Act

Assistance will be provided to complete the review and the final drafting of the new Tenders Act. The new Act would establish new procedures and guidelines for tendering, restructure the CTB and set up a Procurement Secretariat. Guidelines for the institutional framework, regulatory activities, and contract preparation and negotiation will be developed.

b. Implementation of new tendering procedures and management information system

A management information system for contractors, consultants and suppliers including automated document processing will be developed. Relevant hardware and software will be procured as part of the institutional strengthening program.

c. Training in procurement

The staff of the Attorney General's Department, the CTB, relevant line ministries, and regional and municipal authorities will be trained in procurement. Training will also be conducted for administrative staff in the use of the Management Information System.

B. Organization and execution

- 3.7 The activities to be carried out under this program will require approximately 24 months of consulting services as follows: expert in project management (6 months), junior project management expert (5 months), information systems specialist (4 months), junior information systems analyst (4 months), legal expert (2 months), records management expert (1 month) and procurement expert (2 months).
- 3.8 The senior project management expert would serve as the team leader, and would be specifically responsible for design and delivery of the training programs: preparation, review and evaluation of project proposals, selection and prioritization of projects, and collection and processing of information which will permit central monitoring of projects and informed decision-making on the phasing and scheduling of project implementation.
- 3.9 Responsibility for execution will lie with the Planning Unit of the MOF, specifically the Project Cycle Management and PSIP Divisions. Close and active project monitoring of the Country Office in Guyana and the project team will be required. An individual will be assigned by the Project Cycle Management and PSIP Division of the MOF to serve as the counterpart Project Coordinator. The GOG shall also assign counterpart staff in each line Ministry who will be responsible for coordinating the participation of each agency. The

counterpart staff will work closely with the consulting team, and will participate in regular program evaluation and review meetings with the team and the IDB to facilitate the execution of the program.

D. Reporting and monitoring

1. Reports

- 3.10 The technical cooperation agreement to be signed between the Bank and the GOG shall specify that the following reports shall be prepared by the Planning Unit of the MOF and the individual consultants hired by the project.

a. Reports of individual consultants

Each consultant will prepare and submit to the MOF Planning Unit progress reports completed at mid-term and within 15 days of the termination of their contracts.

b. Initial work plan

Within one month of the signing of his/her contract the Project Team Leader will submit an initial work plan which will include: the schedule of project activities, proposed disbursement schedule, draft contracts and revised terms of reference for the other individual consultants to be hired, and draft training program plans.

c. Final report

Within 30 days of completion of project activities as approved in the initial work plan, a final report will be submitted by the Project Team Leader and the MOF Planning Unit which should include for example: information required as input for preparation of the government's PSIP, samples of documentation provided for procurement process, and review of all aspects of project activities.

2. Monitoring

- 3.11 A Project Evaluation Committee (PEC) will be established. This PEC will be chaired by the project coordinator assigned by the MOF, and will include representatives of the line agencies. Representatives of the IDB (both the Country Office and Headquarters) will also participate.

- 3.12 In order to ensure that the project is implemented in such a manner which will enable the attainment of project objectives, PEC meetings will be held a minimum of every two months during project implementation. At each PEC meeting, the Project Team Leader will submit a progress report which shall include material relevant for preparation of a public sector investment program. It shall also

include a detail of the project's progress, evaluating the effectiveness of the project and making recommendations for any changes which would improve the implementation of the project. All training programs and accompanying documentation should be submitted as annexes to the progress reports. Where possible, PEC meetings will be held to coincide with one of the training programs to enable IDB staff participation. A demonstration of the decision support system may also be required.

E. Cost and financing

- 3.13 The total project cost is estimated to be the equivalent of US\$150,000. A tentative detailed budget is appended at Annex I.

SUMMARY BUDGET	
Category	Amount (US\$)
2. Individual consultants	124,900
6. General support	15,000
7. Publications	4,000
98. Contingencies	6,100
Total	150,000

IV. BENEFITS AND RISKS

A. Benefits

- 4.1 The project would facilitate the streamlining of the activities of the PCM and PSIP Department, and implementation of a decision support system which would provide the MOF with the information required to develop, monitor, and evaluate the public investment process including the identification, evaluation, selection, prioritization, and scheduling of projects. The preparation of project profiles and terms of reference, inputs required for preparation of any investment program will be used as a measurement of success.
- 4.2 The project will also develop in-country capacity to manage the procurement process, including the preparation of terms of reference and bid packages, and the evaluation of proposals.

B. Risks

- 4.3 The possible risks include less than adequate or inappropriate allocation of counterpart staff, which will undermine the transfer of knowledge. In order to reduce its risk, the decision support system will be designed to focus on streamlining and expediting actual day to day activities that staff members are required to perform, and facilitating the performance of these functions.

Furthermore the training will be designed to result in outputs directly related to job functions.

- 4.4 Delays in adoption of the new Tenders Act could also impact negatively on the successful outcome of this program. Adoption of the Tenders Act will be a condition of the proposed Pre-Investment Loan.
- 4.5 High staff turnover negatively impacts the capacity of the GOG. The program is unable to address this problem, but by requiring the preparation of simple and concise procedural and user guides as well as computer-assisted tutorials and audio-visual aids, knowledge transfer is enabled for new staff. Furthermore, a local training agency such as the University of Guyana, or the Guyana Management Institute will be invited to participate in the training of trainers program, to enable sustainability through tertiary education or skills training programs.

V. EVALUATION

- 5.1 Evaluation of this program will be an on-going and pro-active process to ensure that project benefits and objectives are achieved. The Country Office in Guyana will have basic responsibility for the project, while IDB headquarters will undertake technical supervision during missions scheduled for loan preparation.
- 5.2 Success of this program will be measured by the number of people trained and by quality of trainee output. Surveys of the training participants will be conducted and findings included in the final report. Finally, the Project Completion Report will enable the Bank to derive lessons learnt from the project which will inform the design of future projects of this type.

**TENTATIVE DETAILED BUDGET
(US\$ Dollars)**

		IDB	GOG	Total
2. Individual consultants				
2.1 Ecomoraria-Subprogram I				
-Project cycle management expert	(6 months x \$5000)	30,000		30,000
-Information systems expert	(5 months x \$3500)	17,500		17,500
-Project development expert	(4 months x \$2000)	8,000		8,000
-Computer training expert	(4 months x \$2000)	8,000		8,000
-Legal expert	(2 months x \$3000)	6,000		6,000
-Procurement expert	(2 months x \$5000)	10,000		10,000
-Records management expert	(1 month x \$4000)	4,000		4,000
2.5. Official travel				
Airfare international	(3 persons x \$1200)	3,600		3,600
Per diem	(8 person/months x 30 days x 140)	37,800		37,800
Subtotal				124,900
6. General support				
6.3 Equipment (hardware, software and audiovisual)		10,000		10,000
6.4 Supplies		5,000	2,000	7,000
6.6 Support personnel			5,000	5,000
6.7 Auditing services			5,000	5,000
6.8 Communications			4,000	4,000
Subtotal				31,000
7.0 Publications				
7.1 Preliminary printing costs		2,000	2,000	4,000
7.3 Printing		2,000		2,000
Subtotal				6,000
98. Contingencies		6,100	2,000	8,100
TOTAL		150,000	20,000	170,000

TERMS OF REFERENCE

PROJECT MANAGEMENT EXPERT

The project management expert will be the team leader and shall have overall responsibility for the technical cooperation project, and specifically the development and implementation of training programs required and a follow-up training plan to the courses. He/she shall report to the Project Director appointed by the Government of Guyana, and shall collaborate with the IDB as required.

1. Qualifications

- i) At least a master degree in economics, social sciences or a related field.
- ii) A minimum of ten years experience in project management, and in the use of information systems in project preparation and execution management. Experience at the international level is desirable.
- iii) Fluency in English.

2. Responsibilities and activities

The expert in project management will be required to:

- i) Define in detail the requirements with respect to monitoring and evaluation for all the parties involved in the project cycle.
- ii) Assist the Project Cycle Management/PSIP Department and other Departments of government as required to define in detail the information required for the conduct of their specific tasks, and the achievement of their objectives, and prepare procedures and guidelines for the completion of these tasks.
- iii) In collaboration with the Information Systems Development Specialist determine to what extent the existing MIS fulfills the informational and reporting requirements, what gaps exist and how the system could be customized to address the deficiencies.
- iv) Review the range of projects and make recommendations as to whether certain types of projects require different monitoring and evaluation systems.

- v) Create the basis for the establishment of a national data bank which will compile data on the cost and time duration of key components of project implementation, and cost effectiveness of different implementation methods.
- vi) Design reports which will be sent to the agencies which are required to submit information and prepare report outlines which will be computerized by the Information Systems Development Specialist.
- vii) Collaborate with the other team members to develop a comprehensive training program which will train the relevant officials in both the central and line agencies, and provide detailed but user-friendly reference documents and highly interactive didactic materials; and conduct training courses.
- viii) Assist the government to prepare potential project profiles and terms of reference for the public sector investment program.
- ix) Prepare administrative reports as required in the Project Plan of Operations, and serve as Secretary to the Project Evaluation Committee.

3. Time frame

The Specialist shall be hired for a six-month period.

PROJECT DEVELOPMENT EXPERT

The Expert in Project Development shall report to the Project Management Expert and have direct responsibility for assisting in the preparation and implementation of the training programs, as well as assisting in the preparation of project profiles, and preparation of a follow-up training plan to the courses.

1. Qualifications

- 1) A Masters degree in economics, engineering, business administration or a related field.
- ii) No less than four years experience in project development and management. Two years experience could substituted for a Masters degree.

2. Responsibilities and activities

- 1) Assist the Project Management Expert in the planning of training activities and participate in the design of a

comprehensive program to train government officials in project preparation and evaluation.

- ii) Assist in the selection of a local agency, and a core group of officials who will be trained as trainers and who would replicate and upgrade training courses for future participants.
- iii) Develop the specific syllabi and related materials of the formal courses, reference documents and training materials.
- iv) Conduct training courses.
- v) In conjunction with the team leader and the local agency which will be responsible for facilitating future training programs, develop a follow-up plan to the training courses which the local agency will implement to ensure that there is always a group of trained personnel.
- vi) Assist the line agencies to prepare profiles and terms of reference for pre-investment studies for projects identified in the sectoral policy statements.

3. Time frame

The Consultant shall be hired for a period of four months.

INFORMATION SYSTEMS EXPERT

The Expert in Information Systems Assessment and Development shall be responsible for the implementation of a Management Information System for Public Sector Investment Programming in accordance with the specifications established by the Project Cycle Management Expert, design of an information plan for the Ministry of Finance, supervision of the preparation of the relevant documentation and training activities.

1. Qualifications

- i) At least a Master degree in Computer Science, Information Systems or a related field.
- ii) At least seven years experience in information systems development.
- iii) A sound working knowledge of microcomputer hardware and software, including database and networking, and the development of multimedia programming.

2. Responsibilities and activities

The Expert in Information Systems Assessment and Development will be hired to:

- i) Conduct an information system review/audit.
- ii) Design and information system plan for the Ministry of Finance.
- iii) Adapt and make fully operational the Information System for Decision Making software currently in the Ministry.
- iv) In collaboration with the procurement expert and record management expert to develop automated processes and systems for the procurement function.
- v) Advise the team leader on the planning of training program activities related to the management information systems.
- vi) Work with other members of the Project Team to prepare the relevant training materials, and to design a follow-up plan for training, and conduct the necessary training.

3. Time frame

The consultant shall be hired for a period of five months.

COMPUTER TRAINING EXPERT

The Computer Training Expert shall report to the Information Systems Expert and have responsibility for the preparation of all documentation pertaining to the customized system, and the preparation of training materials and the conduct of training programs.

1. Qualifications

- i) A Bachelor's degree, but preferably a Master degree in Computer Science, Information Systems or a related field.
- ii) No less than four years experience in information systems documentation and training in a microcomputer and network environment with skill and experience in conducting training programs.
- iii) A good working knowledge of microcomputer hardware and software including database, spreadsheet, word processing and communication packages.

2. Responsibilities and activities

The Consultant will be required to:

- i) Prepare all the documentation for the information systems developed.
- ii) Assist in the design and develop the specific syllabi and conduct training courses and prepare training materials. Courses should cover the personal computer, and the use of the information system software.
- iii) In conjunction with the Information Systems Expert and the Planning Unit's Systems Analyst develop a follow-up plan to the training courses to ensure that participants have adequate facilities and opportunities of maintain their acquired skills.

3. Time frame

The consultant shall be hired for a period of four months.

LEGAL EXPERT

The Legal Expert will assist in facilitating the finalization of the new Tendering Act, and establishment of an improved system for contract preparation and review.

1. Qualifications

- i) A law degree.
- ii) At least seven years experience in the drafting of legal documents.

2. Responsibilities and activities

The legal expert will be hired to:

- i) Review the proposed Tenders Act.
- ii) Collaborate with the procurement specialist, to ensure that the proposed act will permit timely and expeditious procurement of goods, works, and services.
- iii) Determine if the rights of all parties concerned are addressed in the proposed act.
- iv) Finalize the new Tenders Act for submission to the Cabinet and the Parliament.

- v) Prepare clear guidelines for contract preparation and negotiation.
- vi) Conduct training courses for government officials who are responsible for the preparation of contract documents.
- vii) Prepare standardized Contracts which could be automated for use in various situations.

3. Time frame

The Legal Expert will be hired for a two-month period.

PROCUREMENT EXPERT

The Expert in Procurement will collaborate with the legal expert to ensure that the new procedures and guidelines prescribed in the proposed Tenders Act permit the prompt procurement of works, goods and services without compromising transparency and fairness and will establish the new Procurement Secretariat.

1. Qualifications

- i) A masters degree in engineering or other related field.
- ii) At least five years experience in the management and administration of international procurement activity.
- iii) A sound working knowledge of computerized procurement management systems.

2. Responsibilities and activities

The Expert in Procurement will be hired to:

- i) Review the new procedural guidelines prescribed in the draft Tenders Act and determine if they will permit the expeditious procurement of goods, works and services.
- ii) Examine the organization structure of proposed Procurement Secretariat and advise on its adequacy, and if necessary recommend a different structure.
- iii) Assist in the introduction of computerized systems, making recommendations on the type of hardware and software which will be required.
- v) Develop and run training courses for the staff of the Procurement Secretariat staff, the Central Tenders Board, and relevant training agencies on procurement issues.

- vi) Establish a database for the registering and classification of contractors, suppliers, and consultants.

3. Time frame

The Expert in Procurement will be hired for a two-month period.

RECORDS MANAGEMENT EXPERT

The Records Management Expert shall report to the Project Director and collaborate with the Information Systems Expert and Procurement Expert and have responsibility for the developing a system for preparation and processing of all documentation pertaining to the procurement process, and the preparation of training materials and the conduct of training programs.

1. Qualifications

- i) A Bachelor's degree, but preferably a Masters degree in Information Management or a related field.
- ii) No less than five years experience in information management, preferably in the public sector organizations.
- iii) A good working knowledge of microcomputer software applications, such as Word Perfect and database.

2. Responsibilities and activities

The Consultant will be required to:

- i) Review the current process for procurement, specifically the information flow and recommend and implement automation of document processing and other streamlining procedures. Prepare the documentation required for management of the records management system.
- ii) Design and develop the syllabus and training materials and conduct training for persons engaged in the procurement process.

3. Time frame

The consultant shall be hired for a period of one month.

MINUTES
MANAGEMENT REVIEW COMMITTEE

TECHNICAL COOPERATION: GUYANA

ESTABLISHING THE INSTITUTIONAL FRAMEWORK FOR
PUBLIC SECTOR INVESTMENT PROGRAMMING & MANAGEMENT

TC-95-05-25-5-GY

Present at Meeting: Miguel Rivera, Deputy Manager, RE3; Terry Powers, Division Chief, RE3/FI3; Maximo Jeria, Division Chief, RE3/SO3; Frank Vukmanic, Division Chief, RE3/OD6; Jeremy Gould, Advisor, RE3; Aliya Hussein, RE3/OD6; Claire Nelson, Secretary (RE3/OD6).

The CRG reviewed the document and recommended that the document be forwarded to the Manager under Short Procedure with the following changes:

1. Redirect Subprogram I to focus more on the project development process, and remove the preparation of project profiles as an indicator of project success.
2. Reduce emphasis on the existing project cycle management software, and add lesson learnt from previous IDB technical cooperation.
3. Reduce the project size to US\$150,000.



Claire Nelson, Secretary



Miguel Rivera, Chair