

**MONITORING TOOLKIT FOR STRENGTHENING
MONITORING, OVERSIGHT, ADVOCACY ON PUBLIC
PROCUREMENT IN ZAMBIA**

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Acknowledgement

Welcome to the Advocacy Monitoring Toolkit designed to enhance oversight and monitoring of public procurement in Zambia's education sector. This toolkit is part of the broader project undertaken by the Consumer Unity and Trust Society International (CUTS) Lusaka, with sponsorship from the 'Enabling Access to Justice, Civil Society Participation and Transparency' (EnACT), a jointly funded programme between the German Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU). The aim is to empower stakeholders, including civil society organisations, educators, and concerned citizens, to actively participate in the monitoring and advocacy efforts to ensure transparency, accountability, and efficiency in public procurement processes within the education sector.

CUTS International, Lusaka

Since its establishment in Zambia in 2000, CUTS International, Lusaka has been functioning as a centre for action (policy) research, advocacy and networking. It has specialised in five (5) thematic areas all with the ultimate goal of promoting consumer sovereignty. These thematic areas are; Economic Governance, Trade and Development, Consumer Welfare, Gender and Governance, and Climate Change and Development. CUTS has distinguished itself through its stress on consumer – producer synergies for sustainable increase in consumer welfare, given that the ordinary consumer is not just a functional unit but human being whose welfare and growth depends significantly on his/her association with economic production and the income generating opportunities arising from such association. Its role is to promote pro-poor policy and practical changes as well as promote regional integration and engage in long-term capacity building of diverse stakeholders to address developmental challenges in Zambia and in the Southern Africa region.

The Centre places a premium on consumer sovereignty and welfare as such takes cognizance of the cross-cutting matters, agreements, legislations pertaining to trade, investment, competition policy and consumer welfare especially on the ordinary citizen particularly on the marginalised people of society.

CUTS has been actively involved in analysing the national legal and policy frameworks which guide Public Procurement in Zambia. With this backdrop, CUTS has undertaken the development of this Monitoring Toolkit to strengthen monitoring, oversight and advocacy on public procurement in the education sector. Further, this toolkit must be read in conjunction with the Public Procurement Act of 2020, the Anti-Corruption Act of 2012 and the Companies Act of 2017 and any guidelines or code of conduct so enacted, so as to get a fuller appreciation of the contents herein.

Background

Our efforts to advocate for prudent utilisation of public resources and the transparent and accountable spending of taxpayer money in Zambia has brought us to an intersection where we realise that fighting for better regulation of public procurement, inclusive, fair and competitive procurement systems, improved participation of Micro Small and Medium Enterprises (MSME), differently-abled, marginalised and all Zambians in general, demands the enforcement and deliberate efforts to sanitise the public procurement system and calls for a concerted effort to by all the involved stakeholders.

Introduction

Public procurement refers to the purchase by governments and state-owned enterprises of goods, services and works¹. According to the Law on Public Procurement no. 131/2015, it is based on a public procurement contract, carried out by one or multiple contracting authorities from economic operators that they select, regardless of whether the goods, services, and works are intended to serve a public purpose or not. The **contracting authority** is any public authority or legal entity and an association of these authorities or entities. Annually, a significant volume of public budgetary resources circulates through the public procurement system.

Objectives of Advocacy Toolkit

This toolkit would empower Civil Society Organizations (CSOs), citizens and interested stakeholders by providing them with the necessary easy to follow steps to enhance their involvement in monitoring and tracking of public procurement.

The Purpose of this Toolkit

The toolkit would also focus on building the capacity of CSOs, citizens and interested stakeholders, facilitating effective engagement with the procurement process. Access to information, including proactive publication of tender results by the government, is highlighted as crucial to decreasing corruption opportunities. Through evidence generation, CSOs can contribute to the implementation of beneficial ownership transparency and the access to information law, ultimately enhancing transparency, increasing sector allocations, and improving service delivery in Zambia's education sector.

Who is this Toolkit Meant For?

Both state and non-state actors are profoundly affected by the policies and practices within the public procurement system. This toolkit provides the necessary information, guidance and tools that Government Line ministry officers, CSOs, the media and citizens can use to contextualise the legal and policy frameworks that govern public procurement in Zambia. It will be a useful tool for CSOs, the media and citizens in strengthening their advocacy and ensure a more transparent and enabling environment to hold duty bearers accountable from an informed perspective.

- **CSOs:** To increase engagement with the legislation and the practices in order to enhance constructive dialogue between CSO's dealing with various advocacy issues and highlight the cross-cutting importance of efficient public procurement, transparency and accountability in the use of public resources.
- **Media:** to amplify their collective voice to disseminate the importance of efficient public procurement, transparency and accountability in the use of public resources.

¹ <https://www.oecd.org/gov/public-procurement/>

- **Citizens:** to amplify their collective voice to hold duty bearers accountable on the importance of efficient public procurement, transparency and accountability in the use of public resources from an informed perspective.

How To Use This Toolkit

This toolkit can be used to encourage and build capacity for CSOs, citizens and the media to engage with the government and other public office bearers on issues relating to public debt, loan contraction and all matters pertaining to the management of public resources.

The toolkit will be useful for CSOs and media in conducting an analysis and identification of the critical barriers which include; legal, bureaucratic, fiscal, informational, political and cultural norms, policies and practices that negatively affect CSOs and the media's ability to effectively access information from public offices.

The toolkit will provide guidance on how to address these external barriers and achieve positive change through strategic advocacy initiatives at the local and national level. Encourage the coordination and strengthening of collective efforts on shared advocacy strategies on access to information.

Guidelines for Advocacy Monitoring in Public Procurement

The Guidelines for the Advocacy Monitoring, are designed to empower you to effectively monitor and advocate for transparent public procurement practices within Zambia and its education sector. This user-friendly guide will walk you through the essential steps and provide explanations of key terms and concepts to enhance your understanding.

Section 1: Understanding the Context

Objective: Gain insights into the public procurement landscape in Zambia's education sector

1. Overview of Public Procurement: Understanding the Foundations

Public procurement is a critical aspect of government operations that involves the acquisition of goods, services, or works by public authorities. In the context of Zambia's education sector, public procurement plays a pivotal role in shaping the quality of education delivery, infrastructure development, and the overall effectiveness of public services. This section provides a comprehensive understanding of public procurement, emphasising its significance within the educational landscape.

Definition and Scope:

Public Procurement Defined: Public procurement refers to the process through which government and public sector entities obtain goods, services, or construction works from

external suppliers or contractors. This could range from acquiring classroom materials and technological resources to building new educational facilities.

Scope of Procurement: In the education sector, procurement activities cover a wide array of needs, including textbooks, educational technology, infrastructure development (such as school buildings and facilities), transportation services, and various other goods and services essential for the effective functioning of educational institutions.

2. Importance of Transparency in the Procurement Process:

Transparency is a cornerstone of effective public procurement practices, and it holds particular significance in the context of education. Here's why:

Preventing Corruption: Transparent procurement processes act as a powerful deterrent against corruption. When procedures are clear and open, there is less room for fraudulent activities, ensuring that public funds are used efficiently and for their intended purposes.

Ensuring Fair Competition: Transparency promotes fair competition among suppliers and contractors. It allows a level playing field, giving all eligible vendors the opportunity to participate in procurement processes. This, in turn, encourages innovation and efficiency.

Building Public Trust: Transparent procurement practices build public trust. When citizens can see that public funds are being spent wisely and ethically, they are more likely to have confidence in the education system and the government as a whole.

Optimising Resource Allocation: Transparency aids in optimal resource allocation. By providing a clear view of how funds are spent, educational institutions and government bodies can make informed decisions, allocate resources efficiently, and prioritise critical areas of need.

Enhancing Accountability: Transparency fosters accountability at every stage of the procurement process. When stakeholders can track and assess the decision-making process, it becomes easier to hold responsible parties accountable for their actions.

In essence, understanding public procurement and the crucial role transparency plays in it is fundamental for anyone advocating for improved practices within the education sector. It serves as the foundation for effective monitoring and ensures that the procurement processes contribute positively to the development and sustenance of quality education in Zambia.

Key Players and Stakeholders in Public Procurement within Zambia's Education Sector: Navigating the Landscape

Understanding the dynamics of public procurement in Zambia's education sector involves recognizing the key players and stakeholders who play pivotal roles in shaping

the procurement landscape. This section delves into the identification of these entities and provides insights into their respective roles and responsibilities.

1. Government Ministries and Departments:

- **Identification:** The Ministry of General Education and other relevant government departments oversee procurement activities within the education sector in Zambia.
- **Roles:** These entities are responsible for defining the broader policies, guidelines, and strategic objectives related to education procurement. They provide the overarching framework within which individual educational institutions operate.

2. Educational Institutions:

- **Identification:** Schools, colleges, and universities are key players at the frontline of education procurement.
- **Roles:** Educational institutions identify their specific procurement needs, initiate the procurement process for goods and services, and implement procurement decisions within the guidelines provided by higher authorities. They are crucial in ensuring that the acquired resources align with the institution's educational goals.

3. Procurement Units and Officers:

- **Identification:** Dedicated procurement units or officers within educational institutions handle the day-to-day procurement activities.
- **Roles:** Procurement units play a critical role in implementing procurement plans, ensuring compliance with regulations, and liaising with suppliers. They are responsible for conducting tender processes, evaluating bids, and recommending the best suppliers to meet the institution's needs.

4. Suppliers and Contractors:

- **Identification:** Private companies, vendors, and contractors that provide goods, services, or construction works to educational institutions.
- **Roles:** Suppliers participate in competitive procurement processes, submit bids, and, upon successful selection, deliver the required goods or services. Their performance contributes significantly to the overall success of education projects.

5. Regulatory Bodies:

- **Identification:** The Zambia Public Procurement Authority (ZPPA) oversees public procurement processes across sectors, including education.
- **Roles:** Regulatory bodies set the legal and procedural frameworks governing public procurement. They ensure compliance with relevant laws, provide guidance, and monitor the overall adherence to ethical standards in the procurement process.

6. Civil Society Organizations (CSOs):

- **Identification:** Non-governmental organisations and advocacy groups focused on education and transparency.
- **Roles:** CSOs act as watchdogs, advocating for transparency and accountability in public procurement. They play a crucial role in raising awareness, monitoring procurement processes, and ensuring that the interests of the broader community are considered.

7. Community Representatives:

- **Identification:** Parents, teachers, and community leaders who have a vested interest in the quality of education within their communities.
- **Roles:** Community representatives serve as a voice for the local population, ensuring that procurement decisions align with the needs and expectations of the community. They play a role in providing feedback, raising concerns, and advocating for fair and inclusive procurement practices.

8. Media Houses and Journalists:

- **Identification:** Print, broadcast, and digital media outlets, along with journalists and editors.
- **Roles:** Media houses are at the forefront of disseminating information. Journalists investigate, report, and present news to the public. They play a critical role in informing and shaping public opinion.

Understanding the roles of these key players and stakeholders is essential for effective advocacy monitoring. By recognizing the diverse interests and responsibilities within Zambia's education procurement landscape, stakeholders can collaborate to ensure transparency, accountability, and the delivery of quality education to the nation's students.

Section 2: Key Terms and Concepts: Building a Foundation for Procurement Understanding

Objective: Familiarise yourself with terminology commonly used in public procurement.

1. Procurement Cycle:

Explanation of the Stages:

- **Identification of Needs:** The first stage involves identifying the goods, services, or works required to fulfil organisational objectives.
- **Planning and Budgeting:** Planning involves developing procurement strategies and budgets based on identified needs.
- **Sourcing and Supplier Selection:** The process of identifying potential suppliers, issuing requests for proposals, and selecting the most suitable suppliers.
- **Contracting and Implementation:** Formalising agreements with selected suppliers and overseeing the delivery of goods or services.

- **Monitoring and Evaluation:** Continuous assessment of supplier performance and project outcomes.
- **Closure and Audit:** Finalising contracts, conducting audits, and assessing the overall success of the procurement process.

The procurement cycle ensures a systematic and accountable approach to obtaining goods and services. Each stage is crucial for transparency, efficiency, and achieving value for money.

2. Transparency and Accountability:

Definitions:

- **Transparency:** The openness and accessibility of information related to the procurement process. It involves providing clear and easily understandable information to stakeholders.
- **Accountability:** The responsibility of individuals and organisations to justify their actions and decisions. In procurement, accountability ensures that stakeholders are answerable for their roles and the use of public funds.

Importance of Transparency and Accountability:

- **Fair Competition:** Transparency fosters fair competition by ensuring that all eligible suppliers have equal access to procurement opportunities.
- **Public Trust:** Transparent and accountable procurement processes build trust among the public, demonstrating responsible use of public resources.
- **Efficiency and Effectiveness:** Transparent procedures contribute to the efficient and effective allocation of resources, reducing the likelihood of corruption.
- **Legal Compliance:** Ensuring compliance with laws and regulations enhances the credibility of the procurement process.

3. Bid Evaluation: Delving Deeper into the Procurement Decision-Making Process

In the bid evaluation stage, the careful assessment of bids is a critical aspect of ensuring that the procurement process results in the selection of the most qualified and cost-effective suppliers.

Here's a comprehensive exploration of the key components within the bid evaluation process:

Insight into the Process:

1. Technical Evaluation:

- **Assessing Technical Aspects:** Technical evaluation involves a thorough examination of the proposed goods, services, or works. This includes scrutinising the specifications, features, and functionality to ensure alignment with the organisation's requirements.
- **Quality Assurance:** Evaluators consider the quality standards and technical capabilities presented by the bidders. This step ensures that the chosen supplier can deliver products or services that meet the desired standards.

2. Financial Evaluation:

- **Evaluating Pricing and Cost-Effectiveness:** Financial evaluation revolves around scrutinising the cost aspects of bids. This includes analysing the proposed prices, cost breakdowns, and the overall cost-effectiveness of the bid.
- **Budget Alignment:** Assessing whether the bid aligns with the budget constraints and financial considerations of the procuring entity.

3. Qualification Criteria:

- **Verifying Bidders' Credentials:** Qualification criteria involve a meticulous examination of the bidders' qualifications, experience, and financial stability. This ensures that only competent and reliable suppliers are considered.
- **Experience and Track Record:** Bidders' past experience in similar projects is assessed to gauge their capability to handle the procurement successfully.
- **Financial Stability:** Evaluating the financial health of the bidders helps in ascertaining their ability to fulfil contractual obligations without financial strain.

Key Considerations in Bid Evaluation:

1. **Scoring Mechanism:** Establishing a transparent scoring system helps evaluators assign objective scores to different aspects of each bid, facilitating a fair and consistent evaluation process.

2. **Weighted Criteria:** Assigning weights to different evaluation criteria based on their relative importance ensures that critical factors have a more significant impact on the overall evaluation.

3. **Evaluation Committee:** Constituting a diverse and qualified evaluation committee is crucial. The committee should comprise individuals with expertise in technical, financial, and legal aspects relevant to the procurement.

4. **Consistency and Objectivity:** Ensuring consistency and objectivity in the evaluation process guards against biases. Clear guidelines and training for evaluators are essential to maintain fairness.

5. **Re-evaluation Mechanism:** Having a mechanism for re-evaluation in case of disputes or challenges ensures that the procurement process remains transparent and accountable.

Importance of Rigorous Bid Evaluation:

- 1. Quality Assurance:** Rigorous bid evaluation safeguards the quality of goods, services, or works acquired, contributing to the overall success of the project.
- 2. Value for Money:** Thorough evaluation ensures that the procuring entity receives the best value for money by selecting the most cost-effective and qualified supplier.
- 3. Risk Mitigation:** Evaluating qualification criteria helps in identifying potential risks associated with the bidders, enabling proactive risk mitigation measures.
- 4. Stakeholder Confidence:** A well-executed bid evaluation process enhances stakeholder confidence in the fairness and transparency of the procurement process.

Understanding the intricacies of bid evaluation is crucial for those involved in public procurement, as it lays the foundation for informed decision-making and the successful execution of projects.

Criteria Used in Evaluation:

- A. Cost:** The proposed price or cost of goods, services, or works.
- B. Quality:** The standard and features of the offered goods or services.
- C. Experience:** The bidder's track record and experience in similar projects.
- D. Compliance:** Adherence to technical specifications and contractual requirements.

4. Conflict of Interest

Definition: Conflict of Interest is a situation where an individual or entity has competing interests that could compromise their impartiality or objectivity in the procurement process.

Examples of Conflicts of Interest:

- **Financial Interests:** A decision-maker having a financial stake in one of the bidding companies.
- **Personal Relationships:** Favouring a bidder due to personal relationships rather than merit.
- **Employment Ties:** A procurement officer having a past or present employment relationship with a bidding company.

Identifying conflicts of interest is crucial to maintaining the integrity of the procurement process. Addressing conflicts ensures fair and unbiased decision-making. Policies and

procedures should be in place to prevent, disclose, and manage conflicts of interest to uphold ethical standards.

Section 3: Advocacy Monitoring Process - Step-by-Step Guide

Step	Activities
1. Preparation	<ul style="list-style-type: none"> - Identify the procurement projects to monitor. - Focus on projects with significant impact or potential issues. - Gather relevant information about the projects and stakeholders. - Identify key stakeholders involved in the procurement process. - Understand the project scope, objectives, and timelines.
2. Data Collection	<ul style="list-style-type: none"> - Use provided templates to collect data during procurement processes. - Ensure templates cover key aspects: budget, timelines, suppliers. - Tips on effective data collection techniques. - Consider both quantitative and qualitative data. - Engage with stakeholders to gather diverse perspectives.
3. Analysis	<ul style="list-style-type: none"> - Evaluate collected data against established benchmarks. - Develop benchmarks based on legal requirements and best practices. - Identify discrepancies or areas of concern. - Focus on deviations from procurement guidelines and standards. - Consider the potential impact on project outcomes.
4. Documentation	<ul style="list-style-type: none"> - Utilise reporting templates to document findings. - Clearly articulate findings, supported by evidence. - Ensure accuracy and clarity in documentation. - Include relevant data, dates, and details in your reports. - Highlight any observed patterns or trends in the data.

Key Considerations in Advocacy Monitoring Process:

1. Timely Reporting: Advocacy efforts are most effective when issues are reported promptly. Timely reporting ensures that corrective actions can be taken swiftly.

2. Collaboration: Engage with other stakeholders, including civil society organisations, to amplify the impact of advocacy efforts and garner broader support.

3. Feedback Mechanism: Establish a feedback mechanism to keep stakeholders informed about the progress of advocacy initiatives and any changes resulting from monitoring efforts.

4. Continuous Learning: Continuously update your knowledge and skills related to procurement processes. Learning from each monitoring experience enhances the effectiveness of future advocacy initiatives.

Remember, effective advocacy monitoring is a continuous and collaborative process. It empowers stakeholders to actively contribute to the improvement of procurement practices, ensuring transparency, accountability, and the successful execution of projects.

Section 3: Advocacy Monitoring Process

Objective: Learn the step-by-step process of monitoring and advocating for transparent procurement practices.

1. Preparation: Identifying the procurement projects that you intend to monitor and gathering relevant information about the projects and stakeholders sets the tone for this process.

2. Data Collection: To aid the collection of data, make use of the provided templates to collect data during procurement processes. The list below can be used for effective data collection.

- Define clear objectives.
- Choose appropriate methods.
- Develop quality instruments.
- Consider sampling techniques.
- Train data collectors.
- Establish data management protocols.
- Monitor data collection progress.
- Implement quality control measures.
- Maintain communication.
- Document everything.
- Be ethical.

3. Analysis: Evaluate collected data against established benchmarks. Identify discrepancies or areas of concern and present this information in a clear and concise manner.

4. Documentation: Utilise reporting templates to document findings and ensure accuracy and clarity in documentation.

5. Reporting: The reporting should follow the prescribed manner and the templates provided and ensure accuracy and clarity in documentation with the following key information

Project Information:

- Project Name: [Name of project being implemented in your community]
- Implemented by: [State institution implementing the project]
- Reporting Date: [Date of report submission]

Observer Information:

- Name:[Observers name]
- Organization/Affiliation/Community:
- Contact Information: (Phone/Email):

Procurement Activity Details:

- Date and Time of Observation:
- Location:
- Type of Procurement Activity: (e.g., Tender Opening, Bid Evaluation, Contract Award, etc.)

Findings and Observations:

1. Transparency:

- Lack of public access to procurement documents.
- Insufficient information provided during the procurement process.
- Issues related to the publication of procurement results.

Explain other issue(s).....
.....
.....

2. Fair Competition:

- Evidence of favouritism or bias in the selection process
- Limited competition or restrictive eligibility criteria.
- Concerns about the evaluation and scoring process.

Explain other issue(s).....
.....
.....
.....

3. Accountability:

- Lack of clarity in decision-making and justifications.
- Allegations of corruption or unethical conduct.
- Irregularities in the contract award process.

Explain other issue(s).....
.....
.....

4. Compliance with Legal Framework:

- Violation of procurement laws and regulations.
- Non-compliance with prescribed procedures.
- Inconsistencies with the specified criteria.

Explain other issue(s).....
.....
.....

Supporting Documentation:

Attach any relevant documents, photographs, or recordings that substantiate the findings.

Recommendations:

Provide suggestions or recommendations on how observed issues can be addressed or improved.

Reporting Authority Contact Information:

Name of Authority/Agency:

Address:

Phone:

Email:

Submission Instructions:

Submit this report and supporting documents to the designated authority within [specified timeframe].

Confidentiality Statement:

All information provided in this report will be treated confidentially and used solely for the purpose of addressing the reported issues in public procurement. The observer may choose to remain anonymous if desired.

Disclaimer:

This report is based on the observer's observations and does not necessarily represent the views or opinions of the implementing organisation, Consumer Unity and Trust Society International Lusaka.

Thank you for your commitment to promoting transparency and accountability in public procurement. Your contribution is crucial in fostering a fair and efficient procurement process in Zambia's education sector.

6. Advocacy Strategies: To maximise the impact, develop effective communication strategies based on your findings. Engage with stakeholders and the community to build support.

Conclusion:

Congratulations! You have completed the Guidelines for Advocacy Monitoring. Your commitment to transparent public procurement practices contributes to the improvement of the education sector in Zambia. Stay informed, collaborate with others, and be a catalyst for positive change in your community.

The Score card: As a tool to effectively monitor public procurement projects, the score card below can be used.

Project Name: [Name of project]
[Date]

Date of Evaluation:

Criteria	The Score card	
Evaluator's Comments	[Provide any additional comments or observations regarding the project's transparency, fairness, accountability, and legal compliance. Include recommendations for improvement if necessary.]	

Evaluator's Name: [Your Name]

Organization/Affiliation: [Your Organization/Affiliation]

Confidentiality Statement: All information provided in this evaluation will be treated confidentially and used solely for the purpose of assessing and improving transparency and accountability in public procurement.

Workshop Materials:

- Teaching Guides: Detailed guides for facilitators.
- Participant Handouts: Resource materials for participants.
- Templates and Tools: Ready-to-use templates for oversight frameworks, data standards, and advocacy strategies.
- Case Studies: Real-world examples to reinforce concepts.

SCORE CARD: PROJECT TRANSPARENCY AND ACCOUNTABILITY SCORECARD

PARAMETER	DETAILS	SCORE
1. Transparency	Clear dissemination of procurement documents and information: [Score out of 5]	
	Accessibility of information throughout the procurement process: [Score out of 5]	
	Transparency in decision-making and justifications: [Score out of 5]	
	Overall Transparency Score: [Total out of 20]	
2. Fair Competition	Evidence of unbiased selection process: [Score out of 5]	
	Promotion of open competition and diverse participation: [Score out of 5]	
	Fairness in evaluation and scoring procedures: [Score out of 5]	
	Overall Fair Competition Score: [Total out of 20]	
3. Accountability	Clarity in decision-making processes and accountability mechanisms: [Score out of 5]	
	Absence of corruption allegations or unethical conduct: [Score out of 5]	
	Adherence to ethical standards and regulatory frameworks: [Score out of 5]	
	Overall Accountability Score: [Total out of 20]	
4. Compliance with Legal Framework	Compliance with procurement laws and regulations: [Score out of 5]	
	Consistency with prescribed procedures and criteria: [Score out of 5]	
	Observance of legal and ethical standards: [Score out of 5]	
	Overall Legal Compliance Score: [Total out of 20]	
Total Score	[Grand Total out of 80]	

TOOL KIT FOR CAPACITY BUILDING WORKSHOPS: GUIDED STRUCTURE

Workshop Objective: Enhance the capacity of government officials and stakeholders in Zambia for effective monitoring, oversight, and advocacy in public procurement.

Day 1: Understanding the Landscape	
Session Title	Contents and Objective
Introduction to Public Procurement Oversight:	<ul style="list-style-type: none"> - Overview of the importance of oversight in ensuring transparency and accountability. - Case studies highlighting the consequences of inadequate oversight.
Oversight:	<ul style="list-style-type: none"> - Identify key stakeholders and their roles in public pro - Roles and Responsibilities in curement oversight. - Group exercises to define responsibilities and expectations.
Establishing an Effective Oversight Framework:	<ul style="list-style-type: none"> - Detailed exploration of the components of a robust oversight framework. - Practical sessions on drafting oversight policies and procedures.
Introduction to Data Standards:	<ul style="list-style-type: none"> - Significance of data standards in transparency - Basic concepts and principles of data standards.
Day 1: END	

Day 2: Practical Tools and Strategies	
Session Title	Contents and Objective
Procurement Oversight Framework Workshop:	<ul style="list-style-type: none"> - Guided workshop on creating a Procurement Oversight Framework tailored to Zambia's context. - Group discussions on potential challenges and solutions.
Data Standard Implementation:	<ul style="list-style-type: none"> - In-depth understanding of implementing data standards in public procurement. - Hands-on exercises on adopting data standards in various scenarios
Monitoring Indicators and Advocacy Strategies:	<ul style="list-style-type: none"> - Presentation on key monitoring indicators and their relevance - Development of advocacy strategies to promote transparency and accountability
Advocacy Strategies Workshop:	<ul style="list-style-type: none"> - Practical exercises to develop and refine advocacy strategies. - Group presentations and feedback.
Application and Capacity Building	
Integration with Existing Frameworks:	<ul style="list-style-type: none"> - Discussion on aligning the toolkit with national frameworks. - Group activities to integrate the toolkit into existing practices
Assessment Management and Practical Use	<ul style="list-style-type: none"> - Step-by-step guide on managing the assessment process. - Role-playing exercises for real-world application.
Capacity Building Initiatives	<ul style="list-style-type: none"> - Introduction to post-assessment capacity-building initiatives. - Access to e-Procurement Learning modules and other resources.
Interactive Learning	<ul style="list-style-type: none"> - Q&A sessions, quizzes, and interactive discussions to reinforce learning. - Addressing common challenges and providing practical solutions.
Evaluation and Future Steps Assessment Review:	<ul style="list-style-type: none"> - Review and discussion of the assessments conducted during the workshop. - Identifying areas for improvement and further development.
Action Planning:	<ul style="list-style-type: none"> - Participants create action plans for implementing oversight strategies in their respective roles. - Collaborative session for sharing best practices.

Closing Session:	<ul style="list-style-type: none">- Summary of key takeaways- Distribution of certificates and resources for ongoing support.
Day 2: END	

This structured teaching toolkit is designed for a two-day capacity-building workshop, providing a comprehensive and interactive learning experience for participants involved in public procurement oversight in Zambia

1. Project Name: School Infrastructure Development Program (SIDP)

Objective: To improve the infrastructure of 10 public schools in rural areas by constructing new classrooms, renovating existing facilities, and providing necessary equipment and furniture.

Background: The Ministry of Education has allocated a budget of \$5 million for the SIDP to address the pressing infrastructure needs in rural schools. The project aims to enhance the learning environment and access to quality education for students in underserved areas.

Stakeholders Involved: Ministry of Education, Local construction companies, School administrators, Community representatives

2. Project Name: Technology Integration Initiative (TII)

Objective: To integrate technology into the teaching and learning process by providing computers, internet connectivity to 20 secondary schools across urban and peri-urban areas.

Background: The TII is part of the government's efforts to modernise the education sector and equip students with 21st-century skills. A budget of \$3 million has been allocated for the procurement of technology resources.

Stakeholders Involved: Ministry of Education, Technology vendors, School IT coordinators, Parent-Teacher Association

3. Project Name: School Feeding Program Expansion (SFPE)

Objective: To expand the existing school feeding program to 50 primary schools in low-income communities, providing nutritious meals to students to improve attendance, concentration, and overall academic performance.

Background: The SFPE aims to address food insecurity among vulnerable children and promote their health and well-being. The Ministry of Education has secured funding of \$2 million for the procurement of food supplies and kitchen equipment.

Stakeholders Involved: Ministry of Education, Food suppliers, School nutrition coordinators, Community-based organizations

Scenario and Questions: School Infrastructure Development Program (SIDP)

1. Transparency:

Clear dissemination of procurement documents and information:

Questions to Ask:

- Are the procurement documents, including bid invitations, tender documents, and contract awards, readily available to the public?
- Is there a central platform or website where stakeholders can access information about the procurement process?

Accessibility of information throughout the procurement process:

Questions to Ask:

- How accessible are the procurement documents and information throughout the various stages of the procurement process (from planning to implementation)?
- Are there any barriers or limitations to accessing this information?

Transparency in decision-making and justifications:

Questions to Ask:

- Are the decisions made during the procurement process clearly documented and justified?
- Is there transparency in how bid evaluations are conducted and contract awards are made?

2. Fair Competition:

Evidence of unbiased selection process:

Questions to Ask:

- Is there evidence to demonstrate that the selection process for contractors or suppliers is fair and unbiased?
- Are there mechanisms in place to prevent favouritism or conflicts of interest?

Promotion of open competition and diverse participation:

Questions to Ask:

- How are bids solicited, and is there an effort to promote open competition among potential suppliers or contractors?
- Are there measures to encourage participation from a diverse range of suppliers?

Fairness in evaluation and scoring procedures:

Questions to Ask:

- Are the evaluation criteria clearly defined and communicated to all bidders?
- Is there transparency in how bids are evaluated and scored, ensuring fairness to all participants?

3. Accountability:

Clarity in decision-making processes and accountability mechanisms:

Questions to Ask:

- Are decision-making processes during the procurement process transparent and well-documented?
- Are there mechanisms in place to hold decision-makers accountable for their actions?

Absence of corruption allegations or unethical conduct:

Questions to Ask:

- Have there been any allegations of corruption or unethical conduct related to the procurement process?
- Are there measures in place to prevent and address such allegations?

Adherence to ethical standards and regulatory frameworks:

Questions to Ask:

- Are procurement activities conducted in accordance with established ethical standards and regulatory frameworks?
- Are there policies and procedures in place to ensure compliance with relevant laws and regulations?

4. Compliance with Legal Framework:

Compliance with procurement laws and regulations:

Questions to Ask:

- Are procurement activities conducted in compliance with relevant procurement laws and regulations?
- Are there any instances of non-compliance, and if so, how are they addressed?

Consistency with prescribed procedures and criteria:

Questions to Ask:

- Are procurement procedures consistently followed throughout the procurement process?
- Is there alignment between the prescribed procedures and the actual implementation?

Observance of legal and ethical standards:

Questions to Ask:

- Are there any ethical or legal issues observed during the procurement process?
- Are legal and ethical standards enforced and upheld?

Overall Assessment:

Based on the responses to the above questions, assess the overall transparency, fairness, accountability, and compliance with the legal framework of the procurement process for the SIDP project. Assign scores for each parameter according to the provided scorecard, and calculate the total score out of 80.

Participants can discuss and analyse each parameter based on the questions provided and then collectively assign scores to evaluate the procurement process for the SIDP project. Repeat the same exercise for the other scenarios (TII and SFPE) to thoroughly assess each procurement process.

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