REPUBLIC OF SOUTH SUDAN

Financed by

Ministry of Finance and Planning

PUBLIC FINANCIAL MANAGEMENT & INSTITUTIONAL STRENGTHENING PROJECT (PFMIS)
For A Strong & Sustainable PFM System in South Sudan

THE WORLD BANK

PPDAA
Public Procurement & Disposal of Assets Authority

REVISION QUESTIONS

Trial Edition **July 2026**

Value for Money | Fairness | Transparency | Competition | Integrity | Accountability

Contents

PREAMBLE

This Compendium of Revision Questions accompanies the Public Procurement and Disposal of Assets Manual. It is intended to help learners, procurement practitioners, members of procurement structures and trainers review the Manual systematically, test their understanding and identify subjects that require further study.

The Compendium covers Chapters 2 to 12; Chapter 1 is intentionally excluded. Each long chapter contains 100 True or False questions and 50 explanatory questions. Chapter 7, which is treated as a short chapter, contains 50 True or False questions and 20 explanatory questions. The True and False questions are deliberately mixed, and approximately 60 percent have False answers. Each False answer is accompanied by a reason or correction.

The questions and answers are presented separately to encourage independent study and objective self-assessment. Part One contains all questions, while Part Two provides the consolidated answers, corrections to False statements and model responses to the explanatory questions. Users should attempt each chapter before consulting the answers and should revisit the relevant part of the Manual whenever an answer is unclear or incomplete.

The Compendium supports classroom instruction, group discussion, refresher training and individual revision. It is a learning aid and does not replace the PPDA Act 2018, the PPDA Regulations 2024, the Manual, standard bidding documents, guidelines or official circulars. Where any uncertainty arises, users should refer to the applicable legal and regulatory instruments and current official guidance.

CHAPTER 2

Foundations and Principles of Public Procurement

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	A PE may disregard fairness if doing so produces a lower contract price.	☐	☐
2	Restricting information to one bidder strengthens competition by encouraging that bidder to submit early.	☐	☐
3	Publication of opportunities and awards supports public oversight and confidence.	☐	☐
4	A PE may omit publication of a contract award whenever the successful bidder asks for privacy.	☐	☐
5	The institutional framework establishes procurement rules, while the legal framework is responsible only for monitoring compliance.	☐	☐
6	Local content and value for money are mutually exclusive objectives.	☐	☐
7	Local content measures use public procurement to support domestic enterprise, employment, capacity and industrial development.	☐	☐
8	All procurement information must remain confidential permanently, including information that the law requires the PE to publish.	☐	☐
9	A Procuring Entity must not discriminate or grant preferential treatment unless a preference is expressly authorised by law.	☐	☐
10	A technically unsuitable product may still offer value for money if its price is sufficiently low.	☐	☐
11	A complaints mechanism supports fairness by giving aggrieved bidders access to an impartial review process.	☐	☐
12	Accountability rests only with public officers; contractors and service providers are never answerable for their procurement conduct.	☐	☐
13	An officer is accountable only when public funds are lost, not when procedures are deliberately violated without immediate loss.	☐	☐
14	Integrity allows an officer to conceal an error where disclosure could delay procurement.	☐	☐
15	Fair procedures strengthen competition and bidder confidence even where a bidder is ultimately unsuccessful.	☐	☐
16	Local content may support women, youth, persons with disabilities and other targeted groups.	☐	☐
17	Whole-of-life assessment may consider operating, maintenance and end-of-life costs in addition to the purchase price.	☐	☐
18	Transparency is achieved by publishing information only after all procurement records have been destroyed.	☐	☐

No.	Question	True	False
19	Local content is concerned only with the registered address of a supplier and not with employment, capacity or domestic industry.	☐	☐
20	Ethics and integrity require honesty, independence, disclosure of interests and professional conduct.	☐	☐
21	Local content measures may promote participation by qualified businesswomen, youth and persons with disabilities.	☐	☐
22	A complaint may be resolved by destroying the evaluation records that support the challenged decision.	☐	☐
23	Local content permits a PE to award any contract directly to a local firm without competition or documented justification.	☐	☐
24	A functional procurement system requires both an accessible legal framework and institutions capable of applying and enforcing it.	☐	☐
25	A PE may split a requirement into smaller procurements to avoid a competitive method.	☐	☐
26	Fairness requires the PE to award a contract equally among all bidders.	☐	☐
27	Aggregation can improve value for money, while appropriate lotting can create access for smaller and local firms.	☐	☐
28	The PPDAA links the legal and institutional pillars through regulation, guidance, compliance monitoring and dissemination of procurement documents.	☐	☐
29	A bidder's disability may be used as an undisclosed negative evaluation factor.	☐	☐
30	Competition is maximised by designing specifications around the unique product of a favoured supplier.	☐	☐
31	A review decision should be reasoned and should allow affected parties to be heard in accordance with the prescribed procedure.	☐	☐
32	Compliance with procurement principles helps preserve public confidence as well as legal compliance.	☐	☐
33	Once a contract is signed, procurement principles cease to apply to contract management.	☐	☐
34	Procurement rules need only be accessible to PPDAA staff because bidders and civil society have no legitimate need to understand them.	☐	☐
35	Economy requires prudent use of resources, while efficiency concerns achieving required results with minimal waste and delay.	☐	☐
36	Efficiency authorises officers to omit required approvals whenever compliance takes time.	☐	☐
37	The principles apply to procurement of goods but not to works, consultancy services or disposal of assets.	☐	☐
38	A non-compliant local bidder must always be selected over a compliant bidder because nationality overrides all requirements.	☐	☐
39	Specifications, qualification requirements and evaluation criteria must be clear, objective and non-restrictive.	☐	☐

No.	Question	True	False
40	A complainant may be punished merely for submitting a complaint in good faith.	☐	☐
41	Value for money is assessed only after contract completion and has no relevance to procurement planning.	☐	☐
42	Relevant environmental characteristics may be included in the disclosed evaluation criteria and applied consistently to all bids.	☐	☐
43	Value for money considers total cost of ownership, quality, functionality, sustainability and long-term benefits.	☐	☐
44	Accountability makes procurement actors answerable for their actions, omissions and decisions.	☐	☐
45	An evaluator may secretly assist one bidder to correct a material omission after bid opening.	☐	☐
46	Maximising competition requires every procurement to be advertised internationally, regardless of value or circumstances.	☐	☐
47	The required quality, quantity and delivery time remain relevant when assessing economy and efficiency.	☐	☐
48	Procurement complaints and appeals are handled through a structured three-tier review mechanism.	☐	☐
49	Aggregation may reduce costs and improve purchasing efficiency when requirements are appropriately combined.	☐	☐
50	A conflict of interest exists only after an officer has received money from a bidder.	☐	☐
51	A complete procurement record allows reviewers to understand how and why a decision was made.	☐	☐
52	An unsigned verbal instruction provides sufficient accountability for a material procurement decision.	☐	☐
53	Capacity building is unrelated to sustainable procurement because sustainability can be implemented without skilled staff.	☐	☐
54	Contract performance monitoring is unrelated to value for money because the award decision has already been made.	☐	☐
55	Procurement officers must consider the collective effect of procurement principles rather than treating each principle in isolation.	☐	☐
56	Quarterly PE reporting and the APER can be used to track local participation, environmental compliance and ethical performance.	☐	☐
57	A PE achieves value for money whenever it selects the lowest initial price, regardless of quality or lifecycle cost.	☐	☐
58	Only the Procurement Unit is bound by procurement principles; Accounting Officers, committees and User Departments are exempt.	☐	☐
59	Outdated procurement circulars may continue to be applied where an officer finds them more convenient than current requirements.	☐	☐
60	South Sudan’s public procurement system is founded on primary legislation supported by detailed implementing regulations.	☐	☐

No.	Question	True	False
61	A PE may exclude all foreign bidders merely because their nationality is foreign, even where no lawful reservation applies.	☐	☐
62	Procurement principles are merely optional ethical suggestions and have no legal or operational effect.	☐	☐
63	Transparency requires openness, clarity and appropriate disclosure of procurement information.	☐	☐
64	A procurement officer should recuse himself or herself where a conflict of interest compromises impartiality.	☐	☐
65	A committee may apply a stricter evaluation standard to an unfamiliar bidder than to an incumbent supplier.	☐	☐
66	An undisclosed gift is acceptable if the officer believes it did not influence the final decision.	☐	☐
67	A procuring entity may invent its own undisclosed local preference during evaluation.	☐	☐
68	Effective planning, competition, ethical conduct and contract management all contribute to value for money.	☐	☐
69	Complaints should be addressed promptly at the appropriate level to avoid unnecessary escalation and delay.	☐	☐
70	Aggregation is always sustainable, even when it unlawfully excludes SMEs and local suppliers from realistic participation.	☐	☐
71	Environmental criteria may be introduced secretly after bids have been submitted.	☐	☐
72	The lowest-priced offer does not automatically represent the best overall value for money.	☐	☐
73	A PE may refuse to receive a complaint solely because the complainant is an unsuccessful bidder.	☐	☐
74	Social and environmental outcomes must be ignored because value for money is exclusively financial.	☐	☐
75	Confidentiality protects sensitive procurement information against unauthorised disclosure and misuse.	☐	☐
76	Value for money permits a PE to bypass competition whenever a preferred supplier has previously performed well.	☐	☐
77	Fairness requires objective decisions and equal treatment without favouritism or bias.	☐	☐
78	Competition gives eligible providers equal access to opportunities and helps a PE identify qualified and cost-effective bidders.	☐	☐
79	Every complaint must bypass the internal level and proceed directly to the final tier.	☐	☐
80	Economy means buying the cheapest item even if it fails quickly and must be replaced.	☐	☐
81	Standard bidding documents, guidelines and official circulars help translate legislation into operational procedures.	☐	☐

No.	Question	True	False
82	Dividing a procurement into lots is prohibited even where it lawfully improves SME participation.	☐	☐
83	Public procurement principles apply throughout the procurement and disposal cycle, not only during bid evaluation.	☐	☐
84	Transparency requires disclosure of confidential bid information to the public during evaluation.	☐	☐
85	A procurement system can be considered functional even when its laws and institutional structures operate independently and contradict one another.	☐	☐
86	Once procurement legislation has been enacted, institutional structures for oversight and implementation are unnecessary.	☐	☐
87	Confidentiality and transparency must be balanced according to the stage of procurement and the information concerned.	☐	☐
88	Sustainable procurement requires a PE to ignore functionality and value for money whenever a product is labelled green.	☐	☐
89	Electronic procurement has no environmental relevance because it cannot reduce paper use.	☐	☐
90	Value for money is the overarching outcome supported by competition, efficiency, transparency, accountability, fairness and integrity.	☐	☐
91	Non-discrimination prevents the Government from applying any preference or reservation scheme authorised by the PPDA framework.	☐	☐
92	The successful bidder should decide complaints challenging its own award.	☐	☐
93	Confidentiality permits an evaluator to share competitors' prices and technical solutions with a favoured bidder.	☐	☐
94	Sustainable Public Procurement integrates value for money with long-term economic, social and environmental benefits.	☐	☐
95	The complaints process exists only to delay contract award and has no connection to public confidence.	☐	☐
96	Sustainable procurement is limited to environmental protection and excludes economic empowerment and social inclusion.	☐	☐
97	A lawful procurement outcome excuses an opaque and discriminatory process.	☐	☐
98	Preferences and reservations must operate within the authority and conditions established by the PPDA framework.	☐	☐
99	Qualification requirements may be made unnecessarily difficult to ensure that only a preferred company can comply.	☐	☐
100	The provider registry replaces the need for Procurement Units and Procurement Committees in Procuring Entities.	☐	☐

B Explanatory Questions

1. Explain the two foundations of a functional public procurement system.

2. Why must procurement laws, regulations and standard documents be accessible to all stakeholders?

3. Distinguish the role of primary procurement legislation from that of implementing regulations in a public procurement system.

4. What operational role do standard bidding documents, guidelines and official circulars perform?

5. Explain how PPDAA integrates the legal and institutional pillars of the procurement system.

6. Identify the principal institutional structures supporting procurement oversight and implementation.

7. What risks arise when procurement legislation is sound but institutions are weak?

8. Explain why procurement principles apply throughout the procurement cycle.

9. How do procurement principles strengthen public confidence?

10. Explain the relationship between value for money and the other procurement principles.

11. Define value for money in public procurement.

12. Why is the lowest bid price not necessarily the best value for money?

13. Describe the elements of a whole-of-life cost assessment.

14. How does procurement planning contribute to value for money?

15. Explain the contribution of contract management to value for money.

16. Why is competition described as a cornerstone of public procurement?

17. State measures a PE can take to maximise effective competition.

18. Distinguish economy from efficiency in public procurement.

19. Explain why artificial splitting of procurement undermines competition and economy.

20. How can aggregation and lotting be balanced?

21. Define transparency and give examples of its practical application.

22. Explain the limits that confidentiality places on transparency.

23. What does accountability require from procurement officials?

24. Why is an audit trail essential to accountability?

25. Explain the importance of publishing contract awards.

26. Define fairness in procurement and distinguish it from equal outcomes.

27. How should an evaluation committee maintain fairness?

28. Explain the meaning of ethics and integrity in public procurement.

29. What should an officer do upon identifying a conflict of interest?

30. Why can the appearance of a conflict of interest damage procurement integrity?

31. Explain the principle of non-discrimination in public procurement.

32. How do clear, objective and non-restrictive specifications, qualification requirements and evaluation criteria support non-discrimination?

33. Distinguish unlawful discrimination from a lawful preference scheme.

34. Explain the purpose of confidentiality in procurement.

35. Give examples of procurement information that requires protection during evaluation.

36. Define local content and state its principal objectives.

37. How can preferences and reservations promote local participation without abandoning accountability?

38. Explain how procurement packaging can support local firms and SMEs.

39. Why does local status not excuse a bidder from mandatory requirements?

40. Describe the purpose of the three-tier complaints and appeals mechanism.

41. Why should complaints be addressed promptly at the internal level?

42. What procedural safeguards should apply when a procurement complaint is reviewed?

43. How does an effective complaints mechanism improve the procurement system beyond the individual case?

44. Define Sustainable Public Procurement.

45. Explain the economic dimension of sustainable procurement.

46. Explain the social dimension of sustainable procurement.

47. Explain the environmental dimension of sustainable procurement.

48. How can e-procurement contribute to sustainability?

49. Why are training and professionalisation necessary for sustainable procurement?

50. How can PPDAA and PEs monitor sustainable procurement outcomes?

CHAPTER 3

Internal Setup of Public Entities with Respect to Procurement

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	Procurement Committee members need not declare conflicts or retain minutes if the decision is unanimous.	☐	☐
2	Internal Audit is a statutory procurement organ responsible for approving contract awards.	☐	☐
3	The User Department prepares its departmental procurement work plan.	☐	☐
4	Legal advice should be sought only after a disputed contract has become unenforceable.	☐	☐

5	Negotiations may change the essential basis of competition provided the selected bidder accepts the revised terms.	☐	☐
6	The Procurement Unit is led by a qualified procurement professional and includes PPDAA-assigned procurement officers.	☐	☐
7	The selected provider may negotiate directly with any available officer without an appointed Negotiation Committee.	☐	☐
8	The Accounting Officer provides institutional leadership and ensures that procurement structures are established and functional.	☐	☐
9	One permanent Evaluation Committee should evaluate every procurement regardless of subject matter or required expertise.	☐	☐
10	The Accounting Officer remains ultimately accountable for procurement and disposal activities within the Procuring Entity.	☐	☐
11	The same officer should initiate a requirement, evaluate bids, approve the award and accept delivery to ensure continuity.	☐	☐
12	The Procurement Unit prepares procurement documents and manages bidding processes.	☐	☐
13	The statutory procurement organs operate as an integrated system of checks, approvals, technical input and accountability.	☐	☐
14	A User Department is a temporary committee created only to evaluate bids for its own requirement.	☐	☐
15	Evaluation Committee members may begin work without signing the required ethical declaration.	☐	☐
16	A Procuring Entity may operate without a Procurement Committee when its procurements are low in value.	☐	☐
17	Evaluation Committee members require relevant technical expertise, seniority and experience.	☐	☐
18	External expertise may never be used on an Evaluation Committee, even when the necessary skill is unavailable internally.	☐	☐
19	The Evaluation Committee applies the disclosed legal and bidding requirements and prepares an evidence-based evaluation report.	☐	☐
20	A Negotiation Committee must be constituted before negotiations are conducted where negotiation is legally permitted.	☐	☐
21	Every Procuring Entity must establish a Legal Department as a statutory procurement organ.	☐	☐
22	Distinct organs must perform their own functions without undue influence from another organ.	☐	☐
23	Every internal procurement disagreement must be resolved through one prescribed procedure, regardless of the issue or circumstances.	☐	☐
24	The Procurement Unit reports to the User Department whose requirement is being procured.	☐	☐
25	Separation of initiation, processing, evaluation, approval and acceptance reduces conflicts and weakens opportunities for abuse.	☐	☐

26	The Procurement Unit manages and coordinates procurement and disposal activities professionally.	☐	☐
27	An invoice is sufficient evidence for acceptance, so the Verification and Acceptance Committee need not inspect quantity, quality or timeliness.	☐	☐
28	A Procurement Unit may be led by any available officer even when that officer lacks procurement qualifications.	☐	☐
29	An Evaluation Committee may recommend an award without showing how the applicable requirements and bidding document were applied.	☐	☐
30	The Procurement Committee is a five-member approval body.	☐	☐
31	Membership of the Verification and Acceptance Committee is drawn from relevant User Departments.	☐	☐
32	A two-person Evaluation Committee is sufficient whenever both members agree on the result.	☐	☐
33	The Accounting Officer is the senior-most official responsible for management of public funds within the Procuring Entity.	☐	☐
34	An internal disagreement should be resolved by allowing the most senior organ to take over the lawful function of another organ.	☐	☐
35	The Verification and Acceptance Committee should work without consulting the contract manager or reviewing contract-performance records.	☐	☐
36	An Evaluation Committee must have at least three members.	☐	☐
37	The Procurement Committee reviews and approves procurement submissions placed before it.	☐	☐
38	A User Department is an existing technical or administrative department rather than a procurement committee.	☐	☐
39	After contract signature, the User Department has no role in monitoring technical performance in its functional area.	☐	☐
40	The Procurement Unit performs only clerical filing and has no coordinating role in procurement or disposal.	☐	☐
41	The Procurement Committee does not conduct the detailed evaluation of bids.	☐	☐
42	A breach of procurement ethics requires no action unless the entity can first prove an immediate financial loss.	☐	☐
43	The Accounting Officer approves members of an Evaluation Committee after recommendation by the Procurement Unit.	☐	☐
44	The Procurement Unit may discard completed procurement records after submitting its periodic report.	☐	☐
45	Delegating a procurement power transfers the Accounting Officer's ultimate statutory accountability to the delegate.	☐	☐
46	A verbal delegation with no stated limits remains valid for all future procurement decisions.	☐	☐
47	The Procurement Committee must manage conflicts of interest and keep proper records of its proceedings.	☐	☐

48	The Procurement Committee may consist of any number of members chosen informally for each meeting.	☐	☐
49	The User Department monitors contract implementation in its functional area.	☐	☐
50	Evaluation Committee members may be selected by the User Department without recommendation or approval through the prescribed process.	☐	☐
51	Verification and acceptance may be omitted where the supplier is well known to the Procuring Entity.	☐	☐
52	The Evaluation Committee, rather than the Procurement Committee, gives final approval to its own evaluation report.	☐	☐
53	Negotiations must remain within the limits permitted by law and the procurement process.	☐	☐
54	A delegation may combine incompatible initiation, evaluation, approval and acceptance duties in one officer.	☐	☐
55	Evaluation Committee membership may be based on availability alone, without regard to expertise, seniority or experience.	☐	☐
56	Technical officers from the User Department are prohibited from supporting evaluation or acceptance even when their expertise is required.	☐	☐
57	A Verification and Acceptance Committee has no universally fixed membership number; its composition should suit the assignment.	☐	☐
58	Verification and acceptance protects the Procuring Entity from paying for non-compliant delivery.	☐	☐
59	A Procuring Entity includes ministries, departments, agencies, states, public corporations, parastatals and statutory authorities using public funds.	☐	☐
60	The Accounting Officer has no responsibility for ensuring that the required procurement structures are established and operational.	☐	☐
61	The Procurement Unit supports the Procurement Committee and coordinates User Departments.	☐	☐
62	The Procurement Unit maintains procurement records and submits required reports.	☐	☐
63	The Procurement Unit should prepare every departmental work plan without input from the departments concerned.	☐	☐
64	Independence permits procurement organs to withhold information and refuse all lawful coordination with one another.	☐	☐
65	The Verification and Acceptance Committee works in consultation with the contract manager.	☐	☐
66	The Accounting Officer may direct an Evaluation Committee to change its technical conclusions merely to speed up approval.	☐	☐
67	A procurement decision may be fair even when it is undocumented and based on criteria not disclosed to bidders.	☐	☐

68	Individual negotiators may make commitments outside their approved mandate if they believe the terms are favourable.	☐	☐
69	The Procurement Unit reports directly to the Accounting Officer.	☐	☐
70	The Procurement Committee should repeat the detailed bid evaluation before deciding whether to approve the evaluators' recommendation.	☐	☐
71	An official may participate despite an undisclosed conflict if no gift has been received.	☐	☐
72	The Accounting Officer appoints the Procurement Committee.	☐	☐
73	The Verification and Acceptance Committee verifies quantity, quality, timeliness and supporting documentation before acceptance.	☐	☐
74	Different procurement structures must always reach identical conclusions, so a recorded disagreement proves misconduct.	☐	☐
75	Ethical and probity duties apply only to procurement officers and not to users, evaluators, committee members or approvers.	☐	☐
76	A favourable Internal Audit report transfers management responsibility for procurement controls to the auditors.	☐	☐
77	An Evaluation Committee is established on an ad hoc basis for each procurement or disposal process.	☐	☐
78	Every Verification and Acceptance Committee must have exactly five members.	☐	☐
79	Once procurement duties are delegated, the Accounting Officer is no longer accountable for procurement and disposal decisions.	☐	☐
80	The User Department initiates and defines its procurement needs.	☐	☐
81	External experts may serve where skills are unavailable internally or internal members have conflicts.	☐	☐
82	The Procurement Committee should write the detailed specifications without technical input from the User Department.	☐	☐
83	A Negotiation Committee may agree to changes that the procurement method and law do not permit.	☐	☐
84	The Procurement Unit should invent the operational need because the User Department must remain outside initiation.	☐	☐
85	Evaluation Committee members must sign the Code of Ethical Conduct in Business.	☐	☐
86	Only central government ministries qualify as Procuring Entities; states, agencies and public corporations are excluded.	☐	☐
87	Internal Audit should design, approve and operate procurement controls before auditing their effectiveness.	☐	☐
88	The contract manager appoints the Verification and Acceptance Committee.	☐	☐
89	The User Department prepares technical requirements and specifications for what it needs.	☐	☐

90	User Departments may conduct bidding independently without coordination by the Procurement Unit.	☐	☐
91	Each procurement organ may operate independently without sharing information required by the other organs.	☐	☐
92	Legal review adds no value because procurement decisions and contracts create only technical obligations.	☐	☐
93	Every Procuring Entity must establish a Procurement Committee under the PPDA framework.	☐	☐
94	The User Department provides technical officers who may support evaluation, verification and acceptance.	☐	☐
95	The Head of the Procurement Unit is automatically the senior-most official responsible for all public funds in the entity.	☐	☐
96	Delegation necessarily slows procurement and therefore cannot improve workload management or timeliness.	☐	☐
97	The Accounting Officer appoints the Verification and Acceptance Committee.	☐	☐
98	Verification and Acceptance Committee members should be selected only from the Procurement Unit, regardless of the goods, works or services delivered.	☐	☐
99	The Procurement Unit appoints the Procurement Committee without involvement of the Accounting Officer.	☐	☐
100	Preparation of procurement documents is solely a User Department function, and the Procurement Unit becomes involved only at bid opening.	☐	☐

B Explanatory Questions

1. Explain why a Procuring Entity requires distinct procurement organs.

2. Describe how the internal procurement structures operate as an integrated system.

3. What is meant by independence of procurement functions?

4. Why is segregation of duties important in procurement?

5. Identify the entities that may constitute a Procuring Entity.

6. Explain the status of the Accounting Officer within a Procuring Entity.

7. Why does delegation not remove the Accounting Officer’s accountability?

8. Describe the Accounting Officer’s responsibility for establishing procurement structures.

9. Explain the Accounting Officer’s role in appointing evaluation and acceptance bodies.

10. How should an Accounting Officer respond to evidence that a procurement organ is not functioning independently?

11. Describe the composition and principal purpose of the Procurement Committee.

12. Why must the Procurement Committee not conduct bid evaluation?

13. What should the Procurement Committee examine before approving an evaluation recommendation?

14. How should the Procurement Committee manage conflicts of interest?

15. Why are Procurement Committee minutes important?

16. Explain why the Procurement Unit reports directly to the Accounting Officer.

17. List the Procurement Unit's principal operational functions.

18. How does the Procurement Unit support rather than replace User Departments?

19. What qualifications and institutional arrangements strengthen the Procurement Unit?

20. Explain the Procurement Unit's responsibility for procurement records.

21. Why is a User Department described as the technical anchor of procurement?

22. What information should a User Department provide when initiating procurement?

23. How may User Department staff participate in evaluation without compromising fairness?

24. Describe the User Department's role during contract implementation.

25. Distinguish a User Department from the Procurement Unit.

26. Explain the ad hoc nature of an Evaluation Committee.

27. Why must an Evaluation Committee have relevant expertise?

28. When may external experts be appointed to an Evaluation Committee?

29. What is the Evaluation Committee's principal output?

30. Why must Evaluation Committee members sign the Code of Ethical Conduct?

31. Explain the purpose of the Verification and Acceptance Committee.

32. What should be verified before goods or services are accepted?

33. Why must relevant User Departments participate in verification and acceptance?

34. How does the Committee work with the contract manager?

35. What risk arises if payment is processed before verification and acceptance?

36. When is a Negotiation Committee required?

37. What limits apply to procurement negotiations?

38. How can negotiations improve procurement outcomes?

39. Explain the Legal Department's status in the procurement structure.

40. Give examples of useful legal support in procurement.

41. Explain the Internal Audit Unit's status and role.

42. Why must Internal Audit remain independent of procurement operations?

43. State the formal requirements for a valid delegation.

44. What functions should not be weakened through delegation?

45. Explain how a PE should manage disagreement between its procurement organs.

46. Why should disagreements be documented?

47. Explain the ethical obligations applying across all procurement structures.

48. What should an official do when offered a gift by a bidder?

49. How should a PE respond to suspected collusion or improper influence?

50. Explain why lawful coordination does not violate institutional independence.

CHAPTER 4

Procurement Planning

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	The annual procurement plan should include only emergency and unplanned requirements arising during the year.	☐	☐
2	The procurement method may be chosen according to the preference of the requesting officer rather than the law and circumstances.	☐	☐
3	A proposed procurement need may be based on personal preference even when it does not support the entity's mandate or service priorities.	☐	☐
4	A PE must not create contractual commitments without establishing availability of funds.	☐	☐
5	Late specifications and unrealistic schedules are unavoidable events that planning controls cannot address.	☐	☐
6	Plan implementation need not be compared with budget execution or changing operational priorities.	☐	☐
7	User Departments identify needs and prepare departmental procurement work plans.	☐	☐
8	Good planning improves predictability, competition, value for money and timely service delivery.	☐	☐
9	Planning should consider only price risk and ignore market, funding, timing, capacity and delivery risks.	☐	☐
10	A procurement schedule should cover preparation, approvals, invitation, submission, evaluation, award and contract start.	☐	☐
11	Once approved, a procurement plan serves only as a compliance record and need not be used to monitor implementation.	☐	☐
12	The Procurement Committee, rather than the Accounting Officer, gives final approval to the annual procurement plan.	☐	☐
13	Delays should be identified, explained and addressed through corrective action.	☐	☐
14	Approval confirms institutional ownership but does not excuse an unlawful item in the plan.	☐	☐

No.	Question	True	False
15	Packaging should reflect market capacity, location, timing, risk and contract-management practicality.	☐	☐
16	Approval of a procurement plan makes every listed item lawful even if it conflicts with the procurement framework.	☐	☐
17	A procurement omitted from the approved plan may be initiated without any authorised update or treatment as an unplanned requirement.	☐	☐
18	The annual procurement plan consolidates approved requirements for the financial year.	☐	☐
19	The Procurement Unit should monitor progress against the approved plan.	☐	☐
20	Descriptions, quantities, estimated costs, methods, packaging and timing may be omitted from the annual plan.	☐	☐
21	Once approved, the annual procurement plan should not be reviewed or updated during implementation.	☐	☐
22	A procurement plan is a management and monitoring instrument, not merely a compliance form.	☐	☐
23	Packaging decisions need not consider market capacity, geography, timing, risk or the entity’s contract-management capacity.	☐	☐
24	Major changes in market prices or funding do not require review of the plan’s assumptions.	☐	☐
25	Direct procurement is the default method, and open competition needs special justification.	☐	☐
26	The procurement or selection method must be chosen according to law and the procurement circumstances.	☐	☐
27	Responsible officers should be identified for key planning and procurement milestones.	☐	☐
28	Statutory minimum periods may be shortened in the plan whenever management sets an ambitious delivery date.	☐	☐
29	The selected method must be stated in the procurement plan.	☐	☐
30	Every Procuring Entity must prepare an annual procurement plan.	☐	☐
31	Processing times must be realistic and consistent with statutory minimum periods.	☐	☐
32	Similar requirements should always be procured separately even when aggregation would improve competition and price.	☐	☐
33	Lotting always reduces accountability and therefore may not be used to widen supplier access.	☐	☐
34	Risk assessment should be performed after packaging, method selection and scheduling have been finalised.	☐	☐
35	Appropriate lotting can widen access while preserving efficiency and accountability.	☐	☐

No.	Question	True	False
36	A requirement may be included in the plan even when no approved budget or confirmed funding exists.	☐	☐
37	A procurement schedule needs to show only the expected contract-signature date.	☐	☐
38	Any procurement may be initiated outside the approved plan as long as the User Department considers it useful.	☐	☐
39	Procurement should not be initiated outside an approved plan without authorised treatment as an update or unplanned requirement.	☐	☐
40	An authorised unplanned procurement need not be added formally to the procurement plan.	☐	☐
41	Aggregation necessarily increases transaction costs and should be avoided for recurring requirements.	☐	☐
42	Packaging determines how requirements are organised into contracts and lots.	☐	☐
43	A procurement requirement must be linked to an approved budget or confirmed funding.	☐	☐
44	The approved plan should remain confidential within the Procurement Unit and need not be shared with implementers.	☐	☐
45	A cost estimate remains reliable indefinitely and does not require current market evidence.	☐	☐
46	A single large package is appropriate even when it creates an unjustified barrier to capable SMEs and local suppliers.	☐	☐
47	Needs must arise from the PE mandate, operational plan and service-delivery priorities.	☐	☐
48	The approved plan provides the lawful basis for initiating planned procurements.	☐	☐
49	The procurement plan and budget must be prepared and reviewed in a coordinated manner.	☐	☐
50	A routine foreseeable requirement may be labelled an emergency merely because it was omitted from the plan.	☐	☐
51	The Procurement Unit coordinates, reviews, consolidates and schedules requirements.	☐	☐
52	An officer’s statement that a requirement is urgent is sufficient proof of an emergency.	☐	☐
53	Repeated planning delays have no relevance to the next annual planning cycle.	☐	☐
54	Aggregation must not create an unjustified barrier to SMEs or local suppliers.	☐	☐
55	Emergency procurement is exempt from approval, record-keeping and accountability requirements.	☐	☐

No.	Question	True	False
56	Existing stocks and contracts are irrelevant when deciding whether a new procurement is necessary.	☐	☐
57	The Procurement Unit should identify departmental needs without consulting User Departments or their work plans.	☐	☐
58	Procurement planning must comply with applicable legal requirements and official PPDAA guidance.	☐	☐
59	Procurement planning is completed by listing desired purchases without linking them to approved institutional needs.	☐	☐
60	Milestones need not identify responsible officers because implementation responsibility is shared generally.	☐	☐
61	The procurement plan and budget should be prepared separately because changes in one do not affect the other.	☐	☐
62	Similar requirements should be aggregated where this improves competition and value for money.	☐	☐
63	Emergency procurement may include unrelated long-term needs beyond the immediate urgent requirement.	☐	☐
64	Open competition is preferred unless a lawful and documented alternative is justified.	☐	☐
65	The Procurement Committee may approve matters outside its mandate whenever they appear in the annual plan.	☐	☐
66	An approved budget permits a Procuring Entity to disregard applicable procurement rules and official planning guidance.	☐	☐
67	The method may be omitted from the procurement plan and selected after bids are received.	☐	☐
68	An approved plan should be communicated to officers responsible for implementation.	☐	☐
69	A plan may be changed without preserving the reason, approving authority or previous version.	☐	☐
70	An unplanned requirement may proceed without justification, confirmed funding or approval.	☐	☐
71	The Procurement Committee considers matters placed before it within its approval mandate.	☐	☐
72	Failure to plan a predictable annual requirement automatically converts it into an emergency procurement.	☐	☐
73	A Procuring Entity may rely on departmental requests without preparing an annual procurement plan.	☐	☐
74	Quantities and delivery timing should be supported by realistic consumption or workload information.	☐	☐
75	Packaging concerns only document formatting and does not determine contracts or lots.	☐	☐
76	A Procuring Entity may sign a contract first and confirm whether funds are available afterward.	☐	☐

No.	Question	True	False
77	Procurement planning translates approved institutional needs into organised procurement actions.	☐	☐
78	Procurement risks need not be recorded until a problem occurs during contract implementation.	☐	☐
79	Cost estimates should be realistic, current and supported by market information.	☐	☐
80	A requirement may be divided into smaller procurements for the purpose of avoiding thresholds or approval authority.	☐	☐
81	Quantities may be copied from an earlier plan without checking current consumption, workload or delivery requirements.	☐	☐
82	Scheduling should work backwards from the date the goods, works or services are required.	☐	☐
83	Competition and price reasonableness need not be considered under any emergency procurement.	☐	☐
84	A User Department should specify a preferred brand before defining the operational outcome it requires.	☐	☐
85	Planning may begin after the date on which the goods, works or services are already required.	☐	☐
86	The Accounting Officer approves the annual procurement plan.	☐	☐
87	The plan should state descriptions, quantities, estimated costs, methods, packaging and timing.	☐	☐
88	Each User Department should consolidate and schedule the entire Procuring Entity's requirements independently.	☐	☐
89	Monitoring the approved procurement plan is solely an Internal Audit responsibility.	☐	☐
90	A risk may be recorded without assigning an owner, action or follow-up date.	☐	☐
91	Aggregation can reduce transaction costs and avoid repetitive procurement.	☐	☐
92	Scheduling should begin with the invitation date and ignore when the output is operationally required.	☐	☐
93	Existing stocks, contracts and available assets should be checked before proposing a new procurement.	☐	☐
94	A procurement plan has no effect on competition, value for money or timely service delivery.	☐	☐
95	A need should be defined by its required outcome rather than a preferred brand.	☐	☐
96	User Departments may withhold specifications until evaluation begins because the Procurement Unit controls the schedule.	☐	☐
97	Plan monitoring should record only whether a contract was signed and ignore changes in dates, methods, costs and results.	☐	☐

No.	Question	True	False
98	Artificial splitting to avoid thresholds, competition or approvals is prohibited.	☐	☐
99	Delays should be carried forward to the next reporting period without explanation or corrective action.	☐	☐
100	Planning should begin early enough to support the budget and operational cycle.	☐	☐

B Explanatory Questions

1. Why should procurement planning begin with the Procuring Entity's mandate and approved operational priorities?

2. Explain why an annual procurement plan is a management tool rather than merely a statutory form.

3. How should a User Department establish and document a genuine procurement need?

4. A department requests new equipment while similar equipment remains unused in storage. What should happen?

5. Distinguish a need from a proposed technical solution during early planning.

6. Why must quantities in a procurement plan be supported by evidence?

7. Explain the relationship among the departmental work plan, the annual procurement plan and the approved budget.

8. What should the Procurement Unit check before consolidating a departmental requirement?

9. Why is confirmation of funding required before procurement proceeds?

10. A planned procurement loses half of its budget allocation. How should the PE respond?

11. Describe a reliable method for preparing a pre-procurement cost estimate.

12. How can an unrealistic estimate distort method selection and competition?

13. Explain when aggregation of requirements is beneficial.

14. Several departments need the same supplies at different dates. How should aggregation be analysed?

15. Why is artificial splitting of a procurement prohibited?

16. Distinguish legitimate lotting from artificial splitting.

17. What factors should guide the packaging of goods, works or services?

18. How can packaging promote participation by local firms without sacrificing value for money?

19. Prepare a decision test for selecting a procurement method during planning.

20. Why is open competition the default planning assumption?

21. What information about the procurement method should appear in the annual plan?

22. Explain how backward scheduling improves procurement planning.

23. A delivery date is fixed but the plan omits evaluation and approval time. What risk arises?

24. What should be assigned to each major milestone in a procurement schedule?

25. How should dependencies between related procurements be reflected?

26. Describe the Accounting Officer’s responsibility for procurement planning.

27. Describe the Procurement Unit’s responsibility for procurement planning.

28. Describe the User Department’s responsibility for procurement planning.

29. How should management resolve competing departmental priorities when funds are insufficient?

30. Why should the approved plan be communicated beyond the Procurement Unit?

31. Distinguish an emergency procurement from an unplanned procurement.

32. A foreseeable annual requirement is described as an emergency after officers failed to plan it. Analyse the claim.

33. What evidence should support a decision to use emergency procurement?

34. Why must the scope of emergency procurement be limited?

35. How should an authorised unplanned procurement be incorporated into the annual plan?

36. What controls prevent frequent unplanned procurement from becoming normal practice?

37. Design a monthly procurement-plan monitoring review.

38. Which indicators can show whether a procurement plan is being implemented effectively?

39. Why should method changes during implementation receive formal approval?

40. How should a PE address a procurement that is repeatedly delayed by late specifications?

41. What is the purpose of maintaining versions of the annual procurement plan?

42. Explain how market analysis should influence a procurement plan.

43. What safeguards apply when engaging suppliers during planning?

44. Prepare a planning-stage risk register for a high-value procurement.

45. How should risk assessment influence packaging, method and scheduling?

46. Why must contract-management capacity be considered before approving the procurement plan?

47. How should inflation or major market change be handled after plan approval?

48. Explain how procurement planning contributes to value for money.

49. How can lessons from the current plan improve the next annual planning cycle?

50. Prepare a final readiness test before a planned procurement is initiated.

CHAPTER 5

Procurement Process for Goods Works and Non Consultancy Services

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	Specifications may use vague and unmeasurable language provided the Evaluation Committee understands the intended item.	☐	☐
2	A scope of supplies may omit quantities, delivery, installation and testing because these can be agreed with the successful bidder.	☐	☐
3	Following prequalification, the Procuring Entity may invite firms that did not participate or qualify in that process.	☐	☐
4	A bidder may be ineligible because of a legal prohibition, debarment, conflict or other ground established by the framework.	☐	☐
5	Performance specifications describe required results, while technical specifications describe physical or technical characteristics.	☐	☐
6	Previous satisfactory performance alone is sufficient lawful justification for every single-source procurement.	☐	☐
7	A Procuring Entity may give a preferred bidder an undisclosed clarification that materially changes price or approach.	☐	☐
8	Prequalification must use disclosed and objective qualification criteria.	☐	☐
9	Advertising should provide adequate market access and sufficient response time.	☐	☐
10	Financial evaluation may correct arithmetic errors using a method different from the one disclosed to bidders.	☐	☐
11	A draft bidding document may be issued to bidders before the required approval is obtained.	☐	☐
12	The PE should notify applicants of the prequalification result and maintain appropriate records.	☐	☐
13	Postqualification should rely on the bidder's claims without verifying current personnel, equipment, finances or experience.	☐	☐
14	The Procurement Unit may prepare technical specifications without any input or validation from the User Department.	☐	☐
15	An invitation to bid may omit the submission deadline and opening arrangements if the bidding document is available for purchase.	☐	☐
16	A scope of works should describe the works, location, drawings, technical requirements, completion period and responsibilities.	☐	☐
17	Bid opening may exclude a timely bid because the opening team believes it will later be non-responsive.	☐	☐
18	Evaluators may introduce additional criteria after opening when they believe the new criteria improve the result.	☐	☐

No.	Question	True	False
19	The bidding document should contain instructions, qualification requirements, evaluation criteria, specifications, forms and contract conditions.	☐	☐
20	A material clarification may be given only to the bidder who raised the question.	☐	☐
21	A PE should use the applicable PPDAA Standard Bidding Document.	☐	☐
22	Selective bidding permits an officer to invite personal contacts without objective selection or prequalification.	☐	☐
23	Advertising to one known supplier provides adequate market access for an open bidding process.	☐	☐
24	Qualification requirements must be relevant, proportionate and disclosed in advance.	☐	☐
25	A procurement may be cancelled before opening solely because management expects the preferred bidder will not submit.	☐	☐
26	Testing and inspection requirements should be decided after award so bidders cannot include their cost in the bid.	☐	☐
27	All bidders must receive the same authorised clarifications and amendments.	☐	☐
28	Goods, works and non-consultancy services may use identical requirements and contract conditions regardless of their different characteristics.	☐	☐
29	Specifications should remain unchanged even when pre-solicitation review identifies a material error.	☐	☐
30	Request for Quotations is appropriate only within the circumstances and thresholds prescribed by the framework.	☐	☐
31	A cost estimate may exclude taxes, transport, installation and contingencies even when the Procuring Entity will bear those costs.	☐	☐
32	Evaluation Committee members may disclose deliberations and continue despite undeclared conflicts of interest.	☐	☐
33	Evaluation criteria may be omitted from the bidding document and supplied privately to the Evaluation Committee.	☐	☐
34	A scope of supplies should state items, quantities, specifications, delivery, installation, testing and related services.	☐	☐
35	A specification may copy a favoured brand's unique features without justification or provision for equivalent solutions.	☐	☐
36	Only applicants meeting the stated requirements should be invited at the subsequent restricted stage.	☐	☐
37	Bidders need not be notified when a procurement process is cancelled.	☐	☐
38	Eligibility and qualification are the same test and both concern only whether the bid price is affordable.	☐	☐

No.	Question	True	False
39	The Procuring Entity may cancel after evaluation merely to avoid awarding to the properly recommended bidder.	☐	☐
40	Specifications should promote competition and avoid unjustified brand-specific requirements.	☐	☐
41	The procurement process ends at contract award, so contract administration is outside the procurement cycle.	☐	☐
42	The estimate supports budgeting, method selection, evaluation of price reasonableness and detection of abnormal bids.	☐	☐
43	Single-source procurement is preferred to open competition whenever it is administratively faster.	☐	☐
44	Open bidding allows all eligible bidders to obtain documents and submit bids.	☐	☐
45	A bidder remains eligible despite an applicable debarment or legal prohibition.	☐	☐
46	Open competitive bidding is the preferred method where conditions permit.	☐	☐
47	Prequalification identifies capable bidders before invitation to submit bids for the contract.	☐	☐
48	Different prequalification applicants may be assessed against different standards if their experience varies.	☐	☐
49	Prequalification is conducted after full bids have been evaluated to confirm the preferred bidder.	☐	☐
50	An invitation to bid should identify the PE, requirement, eligibility, access to documents, submission deadline and opening arrangements.	☐	☐
51	A bidder may demand clarification after the submission deadline and revise its bid using the response.	☐	☐
52	A scope of works needs only the project title and price ceiling; location, drawings and completion requirements can be supplied after award.	☐	☐
53	The Procurement Unit prepares the bidding document with technical input from the User Department.	☐	☐
54	Framework agreements may support repeated requirements under defined terms and call-off procedures.	☐	☐
55	The bid deadline should remain unchanged even when a late amendment requires substantial revision of bids.	☐	☐
56	Required tests, inspections and applicable national or international standards should be stated in the bidding document.	☐	☐
57	Goods are movable items, works involve construction or related physical activity, and non-consultancy services produce measurable outputs without predominantly intellectual advice.	☐	☐

No.	Question	True	False
58	Single-source procurement requires a lawful and documented justification.	☐	☐
59	Open bidding allows the Procuring Entity to refuse documents to an eligible bidder without giving a lawful reason.	☐	☐
60	Specifications should be reviewed before solicitation and updated when justified.	☐	☐
61	The estimate should include taxes, transport, insurance, installation, contingencies and other relevant cost components.	☐	☐
62	A material amendment may be communicated informally to selected bidders instead of being issued to all document recipients.	☐	☐
63	Funding must be confirmed before the PE creates a contractual commitment.	☐	☐
64	An applicant that fails a mandatory prequalification requirement may still be invited to increase the shortlist.	☐	☐
65	The estimate should be used as an undisclosed pass-or-fail evaluation criterion.	☐	☐
66	A PE must define what it needs before inviting bids.	☐	☐
67	Eligibility concerns whether a bidder is legally permitted to participate.	☐	☐
68	A bid may pass technical evaluation even when it materially fails the stated specifications.	☐	☐
69	Prequalification results need not be communicated or retained once the shortlist has been prepared.	☐	☐
70	A scope for non-consultancy services should define outputs, service levels, location, duration and performance standards.	☐	☐
71	A framework agreement permits call-offs for items and quantities outside its stated scope and terms.	☐	☐
72	Selective bidding limits participation to appropriately selected or prequalified bidders under authorised conditions.	☐	☐
73	A Procuring Entity may invite bids before defining the requirement if bidders are asked to propose what should be purchased.	☐	☐
74	Qualification requirements may be made excessive to reduce the number of bids, even when they are unrelated to contract risk.	☐	☐
75	Low-value procurement does not remove the duties of documentation, approval and value for money.	☐	☐
76	A pre-bid estimate may be prepared after financial bids are opened using the prices received.	☐	☐
77	A bid submitted after the deadline may be admitted when its price is lower than the timely bids.	☐	☐
78	A Procuring Entity may create a contractual commitment based only on an expectation that funding will later be approved.	☐	☐

No.	Question	True	False
79	The procurement process begins with an approved need and continues through requirements, method selection, solicitation, evaluation, award and contract administration.	☐	☐
80	A performance specification describes only physical dimensions, while a technical specification states the operational result.	☐	☐
81	The lowest submitted price must win even when the bid is non-responsive or the bidder is unqualified.	☐	☐
82	Request for Quotations may be used for any contract value if three quotations are expected.	☐	☐
83	Qualification assesses capacity, experience, personnel, equipment and financial resources required to perform the contract.	☐	☐
84	Preliminary examination should ignore missing bid security, signatures and mandatory eligibility documents.	☐	☐
85	The bid-opening team should determine technical responsiveness and announce the winning bidder during opening.	☐	☐
86	Prequalified bidding limits the invitation to bidders that successfully completed the prequalification process.	☐	☐
87	Qualification may be established solely from the bidder's legal registration without assessing capacity to perform.	☐	☐
88	The bidding document must receive the required approval before issue.	☐	☐
89	Low-value procurement is exempt from written approval, records and value-for-money considerations.	☐	☐
90	Different procurement categories require suitable requirements, documents, evaluation approaches and contract conditions.	☐	☐
91	Late bids may be handled according to an officer's discretion rather than the disclosed bidding rules.	☐	☐
92	A non-consultancy service specification may omit outputs and service levels if it states the number of workers required.	☐	☐
93	Prequalification criteria may be changed after applications are opened to obtain a convenient shortlist.	☐	☐
94	Specifications should be clear, complete, measurable, neutral and linked to the intended function.	☐	☐
95	A pre-bid estimate should be prepared before solicitation and supported by current market evidence.	☐	☐
96	A Procuring Entity may replace the applicable PPDAA Standard Bidding Document with an informal request whenever time is limited.	☐	☐
97	All applications received on time must be evaluated consistently.	☐	☐
98	A bid-opening record need not be signed or retained if all bidders attended the ceremony.	☐	☐
99	An apparently abnormally low bid must be accepted immediately because a low price always represents value for money.	☐	☐

No.	Question	True	False
100	Non-consultancy services are defined mainly by intellectual advice and are therefore evaluated in the same manner as consultancy services.	☐	☐

B Explanatory Questions

1. Explain how procurement of goods, works and non-consultancy services differs at the requirements-definition stage.

2. A User Department submits only the name of the item it wants. What additional work is required before solicitation?

3. Distinguish functional, performance and technical specifications.

4. Why should specifications be neutral and measurable?

5. A specification copies a particular manufacturer's catalogue. How should it be corrected?

6. What should a scope of works communicate to bidders?

7. What should a scope for non-consultancy services contain?

8. Why must testing and inspection requirements appear in the bidding document?

9. Describe how a PE should prepare and validate its cost estimate.

10. How does the estimate support evaluation without becoming an undisclosed award criterion?

11. What factors should guide the choice between open bidding and another procurement method?

12. A manager proposes Request for Quotations for a requirement above the applicable limit. What should the Procurement Unit do?

13. When may selective bidding be appropriate?

14. What safeguards apply to single-source procurement?

15. Explain how a framework agreement can support recurring requirements.

16. Why must the correct PPDAA Standard Bidding Document be used?

17. Prepare a quality-control checklist for a bidding document before approval.

18. How should responsibilities be divided when preparing bidding documents?

19. Why must qualification requirements be proportionate to the contract?

20. Distinguish bidder eligibility, qualification and bid responsiveness.

21. When is prequalification useful, and what does it achieve?

22. What information should an invitation to bid contain?

23. Why must advertising and response time reflect the procurement's complexity?

24. A bidder asks a question that exposes an ambiguity affecting price. How should the PE respond?

25. Distinguish a clarification from an amendment to the bidding document.

26. What controls should govern receipt and custody of bids?

27. Explain the purpose and limits of bid opening.

28. A late bid offers a substantially lower price. Can it be admitted?

29. What should be recorded in bid-opening minutes?

30. When may a procurement process be cancelled before award?

31. Design the composition of an Evaluation Committee for specialised works.

32. What is examined during preliminary evaluation?

33. How should a minor omission be distinguished from a material deviation?

34. What is the objective of detailed technical evaluation?

35. How should arithmetic errors be handled during financial evaluation?

36. Why is the lowest submitted price not necessarily the winning bid?

37. A bidder’s price is far below the estimate and competing bids. What should the Committee do?

38. Why should an abnormally low bid not be rejected automatically?

39. Explain the purpose of postqualification.

40. What should happen if the lowest evaluated bidder fails postqualification?

41. What should an evaluation report contain?

42. Why may evaluators not introduce a criterion after bid opening?

43. Under what circumstances may negotiations occur after evaluation?

44. What is the purpose of the Notice of Intention to Award?

45. A complaint is received during the standstill period. What should the PE do?

46. Prepare a pre-signature checklist for a goods contract.

47. Which documents should form the signed contract?

48. Why must contract awards be published and unsuccessful bidders notified?

49. A successful bidder asks to substitute a key offered product before signature. How should the PE respond?

50. Prepare an end-to-end control sequence from an approved need to contract signature.

CHAPTER 6

Management of Contracts for Goods Works and Non Consultancy Services

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	Poor mobilisation and inadequate staffing by the contractor are normally valid grounds for an extension of time.	☐	☐
2	A security may be accepted even when its wording, issuer or validity does not comply with the bidding document.	☐	☐
3	A provider requesting an extension of time should explain the cause, effect on the programme, supporting evidence and additional days requested.	☐	☐
4	A Contract Manager may change the contract price whenever a change appears operationally useful.	☐	☐
5	An invoice alone establishes the provider's entitlement to payment.	☐	☐
6	Clear specifications, realistic estimates and timely instructions can reduce the likelihood and size of contractual claims.	☐	☐
7	A mediation settlement is voluntary and should be recorded if the parties reach agreement.	☐	☐
8	Payment for goods may be processed before inspection if the purchase order and invoice are available.	☐	☐
9	Cost-reimbursable contracting is preferred whenever officers want to avoid preparing a clear scope.	☐	☐
10	All retention must be released when substantial completion is certified.	☐	☐
11	Contract records may become decisive evidence when the parties disagree over delays, instructions, quantities or payment claims.	☐	☐
12	The Procurement Unit becomes the sole owner of every operational decision after contract award.	☐	☐
13	Forcing a bidder to accept an unrealistically low price is an effective way to prevent future claims.	☐	☐
14	The PE should deny any fault during a dispute even when records show late access or payment.	☐	☐
15	A securities register should show the instrument, issuer, amount, currency, validity, purpose and current status.	☐	☐
16	Defective work may be included in an Interim Payment Certificate and corrected after final completion.	☐	☐

No.	Question	True	False
17	Calling a security requires no evidence or reference to the contract because the instrument belongs to the PE.	☐	☐
18	Payment for goods should be supported by evidence of delivery, inspection and formal acceptance.	☐	☐
19	A measured contract pays the contractor the original estimated total regardless of the quantities actually completed.	☐	☐
20	An extension of time automatically entitles the contractor to additional payment.	☐	☐
21	Records may be reconstructed from memory at contract closure, so contemporaneous documentation is unnecessary.	☐	☐
22	The Procuring Entity must also perform its own obligations, including providing access, decisions and timely payment where required.	☐	☐
23	The same detailed Contract Management Plan is appropriate for every contract, regardless of risk and complexity.	☐	☐
24	A verbal site instruction is sufficient evidence for additional works and payment.	☐	☐
25	Final completion should be certified only after final inspection and settlement of outstanding contractual obligations.	☐	☐
26	Adjudication always ends the dispute permanently and cannot be followed by arbitration or litigation.	☐	☐
27	A variation may be used to introduce a substantially different procurement that was not competed.	☐	☐
28	An advance payment guarantee should protect the full amount of the unrecovered advance.	☐	☐
29	The Accounting Officer retains overall accountability for ensuring that contracts awarded by the Procuring Entity are properly executed.	☐	☐
30	A pre-final inspection and a final inspection serve exactly the same purpose and can always be merged.	☐	☐
31	Approved changes need not be circulated because the signed amendment will eventually reach the file.	☐	☐
32	An advance payment guarantee can expire while part of the advance remains unrecovered.	☐	☐
33	Day-to-day contract management includes checking whether delivered outputs comply with the contract rather than relying only on the provider's assurances.	☐	☐
34	When a dispute arises, the PE should immediately commence court proceedings without reviewing the contract.	☐	☐
35	Approved contract changes should be communicated to affected officers and incorporated into updated schedules, budgets and specifications.	☐	☐

No.	Question	True	False
36	A good working relationship permits the parties to disregard notice and approval provisions.	☐	☐
37	A performance security should be returned immediately after the first delivery, even if contractual obligations remain.	☐	☐
38	Under a measured contract, the final price may vary because payment is based on actual quantities completed at agreed rates.	☐	☐
39	Performance should be reviewed only when the provider submits a final invoice.	☐	☐
40	A delay should be recorded without assigning any corrective action or follow-up date.	☐	☐
41	Solicitation documents should state the form, amount, purpose, validity and release conditions of required securities.	☐	☐
42	Goods that differ from the specifications may be accepted if the supplier promises to improve future deliveries.	☐	☐
43	A Contract Management Plan should be proportionate to the contract's value, risk, complexity, scope and duration.	☐	☐
44	An email informally accepting a revised completion date is enough to amend the contract.	☐	☐
45	A contract amendment is valid once the Contract Manager signs it alone.	☐	☐
46	Measured quantities supporting a works payment should be compared with the Bill of Quantities and the contractor's claim.	☐	☐
47	Contract closure should confirm delivery, acceptance, payment, correction of defects, return or discharge of securities and completion of records.	☐	☐
48	An advance payment may be released before an acceptable guarantee is received because the provider needs mobilisation funds.	☐	☐
49	During the Defects Liability Period, the contractor remains responsible for correcting notified defects at no cost to the Procuring Entity.	☐	☐
50	Advance payment under the Manual may routinely exceed 25 percent of the contract price without special approval.	☐	☐
51	The parties should give early written notice when an issue may develop into a dispute.	☐	☐
52	The supplier's representative alone decides whether delivered goods meet the contract.	☐	☐
53	The Contract Management Plan is an internal document that should never be discussed with the provider.	☐	☐
54	The Contract Manager's authority to issue instructions and recommend changes should be clearly defined before implementation begins.	☐	☐

No.	Question	True	False
55	The PE may call a security after it has expired if the provider later defaults.	☐	☐
56	Late payment by the Procuring Entity has no contractual consequence because public funds are involved.	☐	☐
57	An Interim Payment Certificate should exclude incomplete, defective or otherwise ineligible work.	☐	☐
58	Claims should be ignored until completion so that they do not distract the project team.	☐	☐
59	Providing less site information transfers every unknown condition to bidders and protects the Procuring Entity.	☐	☐
60	A pre-final inspection should identify outstanding work and defects in a formal snag list.	☐	☐
61	A mediator imposes a binding decision on the parties after hearing their evidence.	☐	☐
62	Milestones in a Contract Management Plan need not be measurable if the parties generally understand the project.	☐	☐
63	Appointment of a Contract Manager is necessary only for large works contracts.	☐	☐
64	A variation should be supported by technical justification, cost and time implications, budget confirmation and the required approvals.	☐	☐
65	Issuing a Substantial Completion Certificate confirms that no minor defect remains.	☐	☐
66	A Final Completion Certificate may be issued while material defects and outstanding contractual obligations remain.	☐	☐
67	A claim may seek additional time, additional payment or both.	☐	☐
68	Security expiry dates should be monitored early enough to obtain an extension or make a lawful call before expiry.	☐	☐
69	Work on a proposed variation should begin immediately while approval is being processed.	☐	☐
70	An arbitral award is generally binding subject to rights of challenge under applicable law.	☐	☐
71	The Defects Liability Period begins on the date the contractor first mobilises to site.	☐	☐
72	A contract manager should track time, cost and performance together because a change in one may affect the others.	☐	☐
73	Once a contract is signed, procurement controls cease to apply and implementation becomes solely a technical matter.	☐	☐
74	Regular performance reviews help identify delay, non-conformity and emerging risks early enough for corrective action.	☐	☐
75	An extension of time should be treated as a controlled contract amendment rather than an informal accommodation to the provider.	☐	☐

No.	Question	True	False
76	A lump-sum contract is generally suitable when the required outputs and specifications are sufficiently well defined.	☐	☐
77	Inspection of works for an Interim Payment Certificate should rely exclusively on the contractor's measurements.	☐	☐
78	Court proceedings should normally be treated as a last resort after the contract's earlier dispute steps have been considered.	☐	☐
79	Complete inspection reports, minutes, notices and correspondence strengthen accountability and audit readiness.	☐	☐
80	An adjudicator may provide a prompt expert decision that allows contract performance to continue pending final resolution.	☐	☐
81	Retention should be deducted at any percentage chosen by the payment officer.	☐	☐
82	A fixed-price contract transfers every possible risk to the contractor, including risks expressly retained by the Procuring Entity.	☐	☐
83	Negotiation should ordinarily be attempted before more formal dispute-resolution methods.	☐	☐
84	A photocopy of a performance guarantee should be kept in the safe while the provider retains the original.	☐	☐
85	Substantial completion normally starts the Defects Liability Period and may permit release of part of the retention.	☐	☐
86	The Head of the Procurement Unit need not monitor securities once Finance has placed them in a safe.	☐	☐
87	Cost-reimbursable arrangements require intensive scrutiny because the Procuring Entity bears greater cost risk.	☐	☐
88	A Contract Manager can approve their own proposed variation because they understand the project best.	☐	☐
89	The Contract Manager should monitor only the provider because failures by the Procuring Entity cannot affect performance.	☐	☐
90	Original securities should be verified, registered and kept securely under controlled custody.	☐	☐
91	Contract closure consists only of making the final payment.	☐	☐
92	The Verification and Acceptance Committee should record defects and reject goods that do not meet contractual requirements.	☐	☐
93	The PE must pay for correction of defects discovered during the Defects Liability Period.	☐	☐
94	The Contract Management Plan should identify responsibilities, milestones, deliverables, reporting lines, payment procedures and performance measures.	☐	☐
95	The provider may select the type of contract after bids have been evaluated.	☐	☐
96	A percentage-based contract needs no safeguard against an inflated underlying contract value.	☐	☐

No.	Question	True	False
97	The Accounting Officer should appoint a competent Contract Manager for every contract.	☐	☐
98	A settlement affecting price, time or scope can be agreed orally by officers attending a dispute meeting.	☐	☐
99	The receiving officer may accept goods permanently before the Verification and Acceptance Committee inspects them.	☐	☐
100	A conciliator has no role in proposing possible solutions.	☐	☐

B Explanatory Questions

1. Explain why contract management is the stage that converts a procurement award into actual value for money.

2. Describe the relationship among time, cost and performance during contract implementation.

3. What records should form the contract-management audit trail?

4. Distinguish a lump-sum contract from a measured contract.

5. When may a cost-reimbursable or target-price contract be appropriate, and what control does it require?

6. Explain the respective roles of the Accounting Officer, User Department and Procurement Unit in contract management.

7. Why must the Contract Manager's authority and reporting lines be defined?

8. Identify the Contract Manager's principal responsibilities.

9. What is the purpose of a Contract Management Plan?

10. How should the level of detail in a Contract Management Plan be determined?

11. Explain how milestones and key performance indicators should be used.

12. Describe the documentation required before processing a provider's payment.

13. What safeguards apply to an advance payment?

14. Explain the purpose and management of retention money.

15. Outline the procedure for initiating and approving a contract variation.

16. Why must a variation not fundamentally change the original procurement?

17. Under what circumstances may an extension of time be justified?

18. How should an extension-of-time request be assessed?

19. Does an extension of time automatically change the contract price? Explain.

20. Design a practical performance-review process for a twelve-month service contract.

21. How should a contract-management issue be recorded and resolved?

22. Explain how approved changes should be communicated and controlled.

23. Describe the roles involved in receipt, inspection and acceptance of goods.

24. What should be checked when goods are delivered?

25. What action should be taken when delivered goods do not conform to the contract?

26. What documents should support payment for accepted goods?

27. Explain the inspection and certification process for an Interim Payment Certificate.

28. What deductions or adjustments may apply to an Interim Payment Certificate?

29. Distinguish pre-final inspection, substantial completion and final completion.

30. What is the purpose of the Defects Liability Period?

31. When should the remaining retention be released?

32. What should be completed before a Final Completion Certificate is issued?

33. Explain the purpose of performance security and when it may be called.

34. How should an advance payment guarantee be reduced and released?

35. What information belongs in a securities register?

36. Describe good custody arrangements for original securities.

37. What should the PE do when a security is approaching expiry but the secured obligation continues?

38. What is a contractual claim and what commonly causes one?

39. How can bidding and contract documents reduce future claims?

40. Why should the PE respond promptly when a possible claim situation arises?

41. Identify practical measures for avoiding disputes during implementation.

42. What should the PE do first after receiving a written dispute notice?

43. How should a dispute meeting be conducted and recorded?

44. Distinguish negotiation, mediation and conciliation.

45. Explain the role of adjudication in a works dispute.

46. When may arbitration be used, and what is its main effect?

47. Why are court proceedings normally the last dispute-resolution option?

48. Prepare a contract-closure checklist for a completed works contract.

49. A contractor claims delay because the PE handed over the site late. How should the PE assess the claim?

50. A supplier delivers the correct quantity of equipment, but testing shows that capacity is below specification. What should the committee do?

CHAPTER 7

Managing Risks in Procurement of Goods Works and Non Consultancy Services

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	A realistic procurement budget should be supported by current market information rather than an unsupported estimate.	☐	☐
2	An activity omitted from the approved procurement plan may proceed routinely without any planning approval.	☐	☐
3	Before contract signature, the Procuring Entity should confirm required approvals, bid validity and performance security where applicable.	☐	☐
4	The contract may be signed while a required approval or unresolved procurement complaint is still outstanding.	☐	☐
5	A supplier may draft the final specification privately because supplier expertise removes any risk of bias.	☐	☐
6	Periodic procurement reviews and audit follow-up can reveal recurring weaknesses and whether agreed controls are working.	☐	☐
7	Restrictive specifications are acceptable whenever they reduce the number of bids the Evaluation Committee must review.	☐	☐
8	An emergency automatically permits direct procurement without an Accounting Officer's approval or written justification.	☐	☐
9	Uncontrolled variations can create cost overruns, scope creep and unequal treatment after competition.	☐	☐
10	Late bids may be inserted into the opening record if the bidder proves that the price is competitive.	☐	☐
11	The procurement method may be selected after bids are received so the PE can choose the easiest evaluation route.	☐	☐
12	The Procurement Unit should invent user requirements without consulting the User Department because it controls the procurement process.	☐	☐
13	Timely payment is a risk-control measure because payment delays may disrupt performance and generate claims.	☐	☐
14	For a complex procurement, legal review should be postponed until after contract signature.	☐	☐
15	Bid opening records help demonstrate what was received, when it was received and what was announced at opening.	☐	☐
16	Negotiations may change the specifications and evaluation basis so that a different bidder becomes preferable.	☐	☐
17	Evaluation Committee members should declare conflicts of interest and protect the confidentiality of the evaluation.	☐	☐

No.	Question	True	False
18	Evaluators may reward a feature that was never stated in the evaluation criteria if they consider it useful.	☐	☐
19	A verbal negotiation agreement is sufficient even when it changes price, delivery or responsibility.	☐	☐
20	Procurement risk management begins by identifying possible events that could prevent the Procuring Entity from achieving its procurement objectives.	☐	☐
21	A procurement may safely begin before funding is confirmed if officers expect the budget to be approved later.	☐	☐
22	Lessons learned from completed procurements should inform later planning, documents and contract-management arrangements.	☐	☐
23	Both the likelihood of a risk and the seriousness of its impact should be considered when deciding its priority.	☐	☐
24	An evaluation report needs only the name of the recommended bidder, not the reasons or evidence supporting the decision.	☐	☐
25	A low-probability risk may always be ignored, regardless of the damage it could cause.	☐	☐
26	Functional and performance-based specifications can support competition when they state the required outcome without favouring a brand.	☐	☐
27	A non-competitive procurement method requires a documented justification and the prescribed approvals.	☐	☐
28	Risk management is complete once a risk has been listed, even if no owner or treatment is assigned.	☐	☐
29	Copied specifications remain reliable indefinitely because technical requirements do not change over time.	☐	☐
30	Clarifications that affect preparation of bids should be issued in writing and shared equally with all eligible bidders.	☐	☐
31	Naming one supplier's product is the safest way to ensure quality in every procurement.	☐	☐
32	Overstating quantities is harmless because unused items can be kept for future years.	☐	☐
33	The bid-opening team may correct a bidder's price during the opening ceremony.	☐	☐
34	The chosen procurement method should match the applicable thresholds, the nature of the requirement and the governing rules.	☐	☐
35	A draft contract is unnecessary in bidding documents because all terms can be negotiated with the winner.	☐	☐
36	Dividing one requirement into small contracts is acceptable whenever each part falls below a competitive-procurement threshold.	☐	☐
37	Unsuccessful bidders should receive the notices required by the procurement rules and bidding documents.	☐	☐

No.	Question	True	False
38	Once a contract is signed, performance risks belong entirely to the provider and require no monitoring by the Procuring Entity.	☐	☐
39	Missing evaluation criteria can be supplied verbally to evaluators after bid closing.	☐	☐
40	Negotiations should be undertaken only where permitted and within an approved, recorded process.	☐	☐
41	Consulting end users during needs assessment can reduce the risk of procuring an unsuitable solution.	☐	☐
42	Conflicting instructions in different sections of a bidding document may be left for bidders to interpret independently.	☐	☐
43	Restricted bidding needs no explanation because it is still a procurement method.	☐	☐
44	Advertising only to suppliers already known by an officer is sufficient evidence of open competition.	☐	☐
45	Only criteria disclosed in the bidding documents should be used to evaluate bids.	☐	☐
46	Using the latest standard bidding documents reduces the risk of omitted clauses, inconsistent forms and unclear procedures.	☐	☐
47	A risk register should identify the risk, its cause and consequence, its rating, the planned treatment and the responsible owner.	☐	☐
48	An evaluator's undeclared family relationship with a bidder is acceptable when the evaluator believes they can remain objective.	☐	☐
49	An officer may privately explain an ambiguous requirement to a preferred bidder if no written document is exchanged.	☐	☐
50	A clarification issued after bid submission needs no extension even when it materially changes the requirement.	☐	☐

B Explanatory Questions

1. Why should risk management cover every stage of the procurement cycle rather than only contract implementation?

2. Describe a practical five-step process for managing a newly identified procurement risk.

3. A risk is unlikely but could stop delivery of an essential public service. How should it be treated?

4. A department requests twice last year's quantity without supporting usage data. What should the procurement team do?

5. How do market research and confirmed funding work together to reduce planning risk?

6. A specification reproduces a favoured supplier's brochure. Identify the risks and corrective action.

7. What questions should be answered before approving a procurement method?

8. Develop a quality-control checklist for bidding documents before issue.

9. One bidder receives a private answer that changes how it prices the bid. What principles are threatened and what remedy is appropriate?

10. Explain how controls at bid receipt and opening protect the integrity of the competition.

11. An Evaluation Committee member discloses that a close relative works for a bidder. What should happen next?

12. Why is an undisclosed evaluation criterion dangerous even when evaluators believe it improves quality?

13. Distinguish a permitted negotiation from an improper post-evaluation rewrite of the competition.

14. What should be verified in an award-and-signature readiness review?

15. A contract manager proposes a major new feature through a variation. How should the PE assess the proposal?

16. How can weak supervision and late payment combine to increase contract risk?

17. Design the essential fields of a useful procurement risk register.

18. Allocate the principal risk-management roles among the Accounting Officer, Procurement Unit, User Department, Evaluation Committee and Internal Audit.

19. How should audit findings and lessons learned change future procurements?

20. Prepare an end-to-end risk response for a procurement that has a vague need, only one apparent supplier and an urgent delivery date.

CHAPTER 8

Procurement Process for Consultancy Services

A True or False Questions

Tick the appropriate box. The answers are deliberately mixed and are provided in Part Two.

No.	Question	True	False
1	A large scoring discrepancy should be eliminated by automatically averaging the scores.	☐	☐
2	A firm failing a mandatory EOI eligibility requirement may be shortlisted if it has impressive past experience.	☐	☐
3	A sound Terms of Reference describes the background, objectives, scope, deliverables, timing and reporting arrangements.	☐	☐
4	QCBS always awards the contract to the consultant offering the lowest price.	☐	☐
5	The Chairperson may order evaluators to change scores without reference to proposal evidence.	☐	☐
6	Mandatory EOI eligibility requirements are assessed on a pass or fail basis.	☐	☐
7	The Technical Evaluation Report may omit reasons as long as it lists final totals.	☐	☐
8	A conflict of interest need not be declared when an evaluator believes it will not affect the score.	☐	☐

No.	Question	True	False
9	Before outsourcing, a Procuring Entity should determine whether the required expertise is available internally.	☐	☐
10	International and national competitive EOIs have the same minimum submission period.	☐	☐
11	Proposal validity should cover evaluation, approvals and award, and any extension request should be issued in writing before expiry.	☐	☐
12	Deliverables in a Terms of Reference need not be measurable if the assignment requires professional judgement.	☐	☐
13	A shortlisted firm that declines may be replaced by the next ranked eligible consultant with the required approval.	☐	☐
14	The Evaluation Committee may apply qualification factors that were not stated in the EOI notice.	☐	☐
15	Goods or works may be incidental to a consultancy when their value does not exceed the value of the consultancy services.	☐	☐
16	Consultancy services are defined mainly by the delivery of physical goods.	☐	☐
17	International and national competitive selection normally begin with an Expression of Interest process.	☐	☐
18	Every intellectual task must be outsourced because public officers cannot perform consultancy work.	☐	☐
19	The Notice of Intention to Award starts a ten-calendar-day standstill period for administrative review.	☐	☐
20	The procurement method and consultant-selection method are related but distinct decisions.	☐	☐
21	A consultancy procurement should be included in the Annual Procurement Plan and supported by an approved budget.	☐	☐
22	An inaccurate budget is harmless under Fixed Budget Selection because price is not considered.	☐	☐
23	Different shortlisted consultants may receive different versions of the RFP if their experience differs.	☐	☐
24	The Notification of Award should be issued before the ten-day standstill period begins.	☐	☐
25	An EOI notice should describe the assignment, required qualifications, eligibility conditions and submission instructions.	☐	☐
26	A confirmed budget can be obtained after the winning consultant begins work.	☐	☐
27	The Accounting Officer appoints an Evaluation Committee with at least three suitably qualified members.	☐	☐
28	Consultancy services are primarily intellectual or advisory services delivered by qualified practitioners or firms.	☐	☐
29	The User Department should initiate and document the need for external consultancy support.	☐	☐

No.	Question	True	False
30	Three calendar days is the standard minimum period for a national competitive EOI.	☐	☐
31	The cost estimate should reflect the scope, complexity, level of effort and prevailing market conditions.	☐	☐
32	A Terms of Reference may state only the assignment title because consultants can determine the remaining requirements.	☐	☐
33	A proposal-validity extension allows consultants to revise prices and replace experts.	☐	☐
34	LCS is the preferred method for complex, innovative assignments with several possible technical solutions.	☐	☐
35	Financial proposals must remain sealed while technical proposals are being evaluated.	☐	☐
36	Currency conversion may use any exchange rate chosen by an evaluator on the evaluation date.	☐	☐
37	FBS requires a realistic disclosed budget because proposals exceeding that budget are dealt with under the stated method.	☐	☐
38	The minimum EOI submission period stated in the Manual is seven calendar days for national competitive selection.	☐	☐
39	The Terms of Reference and detailed cost estimate should be submitted together to the Procurement Unit.	☐	☐
40	The financial proposal of a consultant failing the minimum technical score should be opened to check whether it is economical.	☐	☐
41	QBS requires the financial proposals of every technically qualified consultant to be opened together.	☐	☐
42	Significant scoring differences should be resolved through evidence-based review of the proposal and disclosed criteria.	☐	☐
43	The Procurement Unit alone should decide what technical problem the consultancy will solve.	☐	☐
44	An Evaluation Committee may consist of one expert if that person knows the subject well.	☐	☐
45	The minimum EOI submission period stated in the Manual is fourteen calendar days for international competitive selection.	☐	☐
46	A material clarification may be communicated privately to the consultant who asked the question.	☐	☐
47	A missing mandatory signed proposal form may be ignored if the consultant is highly experienced.	☐	☐
48	The Procurement Committee should approve the shortlist before the Request for Proposals is issued.	☐	☐
49	Evaluation Committee members may discuss bids with outside colleagues to obtain informal advice.	☐	☐
50	A consultant must accept a request to extend proposal validity.	☐	☐

No.	Question	True	False
51	Post-qualification may verify the truth of the best-ranked consultant's eligibility, capacity, experience and availability of experts.	☐	☐
52	Prequalification scores must be added again to technical proposal scores to reward institutional reputation twice.	☐	☐
53	A consultant can only be a firm and can never be an individual expert or consortium.	☐	☐
54	QBS may be suitable where the quality of the technical solution is the overriding consideration.	☐	☐
55	Omitted cost items should always be ignored when comparing financial proposals.	☐	☐
56	Prequalification weights used to assess institutional capacity should not be reused to double-score the same attributes at proposal evaluation.	☐	☐
57	A complex assignment should receive the same proposal-preparation period as a simple advisory task.	☐	☐
58	EOI qualification requirements may be deliberately excessive to reduce the number of applications.	☐	☐
59	Preliminary screening uses weighted technical scores to rank consulting methodologies.	☐	☐
60	A normal shortlist following EOI evaluation consists of four to six qualified firms.	☐	☐
61	A shortlisted firm that declines must remain on the list and cannot be replaced.	☐	☐
62	Only consultants attaining the minimum technical score proceed to the applicable financial opening and evaluation.	☐	☐
63	Failure of post-qualification means the PE must award to the same consultant but impose closer supervision.	☐	☐
64	The negotiation team may consist entirely of Procurement Committee members.	☐	☐
65	General firm experience should dominate every technical evaluation even when the shortlist was produced by weighted prequalification.	☐	☐
66	QCBS combines technical quality and evaluated cost using the weights disclosed in the Request for Proposals.	☐	☐
67	The cost estimate should be copied from an unrelated assignment without adjusting the level of effort or market rates.	☐	☐
68	The selection method may be chosen after technical proposals are opened.	☐	☐
69	The Procurement Unit may issue the RFP before the shortlist report is reviewed and approved.	☐	☐
70	Funding must be confirmed before the Procurement Unit proceeds with solicitation.	☐	☐

No.	Question	True	False
71	Procurement Committee members should not negotiate and later approve the results of their own negotiations.	☐	☐
72	Financial prices should be announced at the first technical proposal opening.	☐	☐
73	All shortlisted consultants should receive the Request for Proposals at the same time and on the same conditions.	☐	☐
74	Under QCBS, the highest-priced proposal receives a financial score of 100.	☐	☐
75	The standard Request for Proposals should disclose the selection method, evaluation criteria, Terms of Reference and proposed contract.	☐	☐
76	An EOI requires every interested firm to submit its full technical and financial proposal.	☐	☐
77	Consultancy proposals use separate technical and financial proposals under the two-envelope system.	☐	☐
78	Only professional fees belong in a consultancy cost estimate.	☐	☐
79	Negotiations may begin with any consultant preferred by the User Department.	☐	☐
80	Clarifications and amendments should be communicated simultaneously to all shortlisted consultants.	☐	☐
81	A PE may replace the PPDAA standard RFP with an informal letter whenever the assignment is urgent.	☐	☐
82	Evaluators should agree a common score before reading proposals individually.	☐	☐
83	Technical and financial weights under QCBS may total 120 percent if quality is especially important.	☐	☐
84	Under QCBS, technical and financial weights must add up to 100 percent.	☐	☐
85	Every Expression of Interest must be opened publicly with prices announced.	☐	☐
86	Negotiations may materially change the Terms of Reference so that the successful proposal becomes a different assignment.	☐	☐
87	The Terms of Reference provide the foundation for preparing, evaluating and managing a consultancy assignment.	☐	☐
88	Detailed technical evaluation may begin before confirming that the proposal passed preliminary screening.	☐	☐
89	Where EOI is not used, an officer may create an undocumented shortlist of personal contacts.	☐	☐
90	Evaluators should score technical proposals independently before the Committee reconciles and agrees final scores.	☐	☐
91	Minutes of a pre-proposal meeting need only be shared with firms that attended.	☐	☐

No.	Question	True	False
92	Technical and financial proposals may be opened together because both are eventually evaluated.	☐	☐
93	A complaint received during standstill may be ignored while the contract is signed.	☐	☐
94	The contract should be legally vetted, signed by both parties and followed by publication of the award.	☐	☐
95	The RFP may leave the evaluation weights undisclosed so evaluators retain flexibility.	☐	☐
96	The ToR should prescribe one consultant's proprietary method to make evaluation easier.	☐	☐
97	LCS is appropriate only where the assignment is standard or routine and a minimum technical standard can be defined.	☐	☐
98	A shortlist should always contain exactly ten firms.	☐	☐
99	FBS is suitable when the scope and cost cannot be estimated with reasonable precision.	☐	☐
100	EOI submissions are received, recorded and secured even though they are not subjected to a formal public opening.	☐	☐

B Explanatory Questions

1. Explain why consultancy services require a selection process that gives substantial attention to quality.

2. Distinguish consultancy services from ordinary non-consultancy services.

3. What assessment should the User Department complete before proposing an external consultant?

4. Prepare a checklist for reviewing a draft Terms of Reference.

5. How can a weak Terms of Reference affect evaluation and later contract management?

6. Describe a defensible approach to estimating the cost of a consultancy.

7. Why must the Terms of Reference, cost estimate and budget confirmation be consistent?

8. Distinguish the procurement method from the consultant-selection method.

9. A complex policy reform requires innovative methodology and highly specialised experts. Which selection considerations should guide the PE?

10. When is Fixed Budget Selection appropriate, and what is its principal risk?

11. Why is Least Cost Selection unsuitable for a unique or innovative assignment?

12. Explain the purpose of an Expression of Interest in competitive consultancy selection.

13. Draft the essential content of an EOI notice.

14. How should proportionality be applied to EOI qualification requirements?

15. Describe the EOI receipt, evaluation and approval sequence.

16. A highly experienced firm omitted one mandatory eligibility declaration. How should it be treated?

17. Why does the Manual normally require a shortlist of four to six firms?

18. What safeguards apply when replacing a shortlisted consultant that declines?

19. Explain why prequalification criteria should not be reused in technical proposal scoring.

20. Where proceeding without an expression of interest is lawfully permitted, how should a PE form a fair and defensible shortlist?

21. Prepare an RFP quality-assurance checklist.

22. Why must all shortlisted consultants receive identical information at the same time?

23. A pre-proposal meeting reveals a major ambiguity in the ToR. What should the PU do?

24. How should proposal-preparation time be determined?

25. Explain the integrity purpose of the two-envelope system.

26. What should occur at the public opening of technical proposals?

27. When and how should financial proposals be opened?

28. Design an appropriate Evaluation Committee for a multidisciplinary infrastructure-design consultancy.

29. What declarations and conduct standards apply to evaluators?

30. Distinguish preliminary screening from detailed technical evaluation.

31. Why should evaluators score individually before meeting as a Committee?

32. Four evaluators give one proposal scores of 62, 64, 63 and 88. What should the Committee do?

33. What makes a Technical Evaluation Report defensible?

34. Explain the financial evaluation steps under QCBS.

35. How are technical and financial scores combined under QCBS?

36. Compare the treatment of financial proposals under QCBS, QBS and LCS.

37. Why must currency conversion rules be stated in the RFP?

38. What planning measures reduce the need to extend proposal validity?

39. How should a proposal-validity extension be requested and handled?

40. What is the purpose and scope of post-qualification?

41. What happens if the best-ranked consultant fails post-qualification?

42. Prepare the composition and responsibilities of a consultancy negotiation team.

43. Why are Procurement Committee members excluded from the negotiation team?

44. What subjects may be addressed in negotiations without undermining competition?

45. What options may a negotiation report recommend?

46. Distinguish the Notice of Intention to Award from the Notification of Award.

47. What actions follow receipt of a valid complaint during the standstill period?

48. What remedies may result from independent complaint review?

49. Prepare a pre-signature readiness checklist for a consultancy contract.

50. Explain how Chapter 8 creates the bridge from selection to contract management.

CHAPTER 9

Monitoring and Management of Consultancy Contracts

A True or False Questions

Tick the appropriate box. Answers are deliberately mixed and appear in Part Two.

No.	Question	True	False
1	Consultancy contracts require continuous attention because many outputs are qualitative rather than physically measurable.	☐	☐
2	The choice of consultancy contract type should reflect the assignment and value for money.	☐	☐
3	The Procurement Unit should manage technical performance without User Department involvement.	☐	☐
4	A performance evaluation is required only when the consultant fails.	☐	☐
5	The consultant may deliver any service it considers useful outside the agreed scope.	☐	☐
6	Liquidated damages can be applied only where their basis is stated in the contract.	☐	☐
7	A conflict of interest matters only during proposal evaluation.	☐	☐
8	Performance security may expire while secured obligations continue.	☐	☐
9	A disputed item permits the PE to withhold every undisputed amount indefinitely.	☐	☐
10	A percentage contract for design may discourage economical design unless a fixed target cost and defined services are used.	☐	☐
11	A consultant seeking an extension should notify the Contract Manager promptly and explain the delay and requested period.	☐	☐
12	A partnership consultant may introduce a new partner without notifying the PE.	☐	☐
13	An inception phase may test and refine the work plan, staffing and practical understanding of the assignment.	☐	☐
14	A Notice to Proceed should be issued before the contract is signed.	☐	☐
15	A time-based consultancy contract should contain a ceiling on total payments.	☐	☐
16	Termination is always preferable to restaffing or corrective action.	☐	☐
17	Contract closure consists only of paying the final invoice.	☐	☐
18	Consultants and subconsultants must avoid activities that conflict with the assignment.	☐	☐

No.	Question	True	False
19	On-call services may be ordered without a maximum value or Contract Manager approval.	☐	☐
20	Retainer and success-fee contracts carry only lump-sum risks.	☐	☐
21	Consultancy contract management links payment to verified performance and the contract's required outcomes.	☐	☐
22	Poor performance by one expert must be tolerated until contract completion.	☐	☐
23	A force-majeure event needs no notice.	☐	☐
24	The Contract Manager may authorise payment without confirming the relevant deliverable.	☐	☐
25	Time-based contracts may suit construction supervision and complex advisory assignments whose inputs are difficult to predict.	☐	☐
26	A lump-sum contract is suitable when scope, duration and required outputs can be clearly defined.	☐	☐
27	Quality control should wait until the end of the assignment.	☐	☐
28	A lump-sum contract is ideal when neither scope nor outputs can be defined.	☐	☐
29	Contract variations may be used to bypass a new competition for a fundamentally different assignment.	☐	☐
30	Contract closure should confirm acceptance, payments, intellectual property, returned assets and outstanding claims.	☐	☐
31	A Notice to Proceed formally initiates consultancy services after execution prerequisites are satisfied.	☐	☐
32	Reports should be reviewed only when the final invoice arrives.	☐	☐
33	A kick-off meeting should establish roles, communications, reporting, milestones and escalation arrangements.	☐	☐
34	Consent to subcontract does not relieve the consultant of contractual responsibility.	☐	☐
35	Termination for convenience needs no contractual notice or payment review.	☐	☐
36	Eligibility needs to be satisfied only on the award date.	☐	☐
37	The PE must pay a higher fee whenever a consultant substitutes staff.	☐	☐
38	Force majeure must fall within the contractual definition and be notified as required.	☐	☐
39	A time-based contract needs no financial ceiling because actual time is always payable.	☐	☐
40	Counterpart staff, facilities, data and internal approval arrangements should be ready when required by the contract.	☐	☐
41	Lessons learned need not be documented once the contract is closed.	☐	☐

No.	Question	True	False
42	Expenditure incurred after contract completion is automatically reimbursable.	☐	☐
43	Assignment or subcontracting requires the Procuring Entity’s prior written consent where stipulated.	☐	☐
44	Force majeure excuses every unrelated failure by the consultant.	☐	☐
45	Advance recovery should follow the agreed schedule until the advance is fully liquidated.	☐	☐
46	Contract management begins only after the consultant submits the final report.	☐	☐
47	Lump-sum payments should be based only on the number of days worked.	☐	☐
48	A consultant may assign the contract secretly if work continues.	☐	☐
49	The consultant must maintain the eligibility and qualifications on which the contract was awarded.	☐	☐
50	An invoice by itself establishes payment entitlement.	☐	☐
51	A second advance should be paid before the first is liquidated.	☐	☐
52	Liquidated damages may be invented after delay occurs.	☐	☐
53	The Procuring Entity should notify the consultant promptly of identified non-performance.	☐	☐
54	The consultant should deploy contracted resources and maintain attendance and performance records.	☐	☐
55	Predictable seasonal rain is automatically force majeure.	☐	☐
56	The Contract Manager may approve the same invoice twice if it covers different reporting periods.	☐	☐
57	Progress should be monitored against contractual milestones and the approved work programme.	☐	☐
58	Extending a time-based assignment cannot increase cost.	☐	☐
59	The kick-off meeting may change the contract informally.	☐	☐
60	A competent Contract Manager should be appointed to monitor a consultancy assignment.	☐	☐
61	All consultant costs are payable after termination, including costs caused by its default.	☐	☐
62	PE equipment supplied to the consultant becomes the consultant’s property.	☐	☐
63	A verbal instruction is sufficient for additional services with cost implications.	☐	☐
64	Payments under a lump-sum contract are normally linked to accepted deliverables or milestones.	☐	☐

No.	Question	True	False
65	The consultant's final claim may be submitted at any time after closure.	☐	☐
66	A percentage-fee contract links the consultant's fee to a stated project or transaction value.	☐	☐
67	A retainer and success-fee contract combines a periodic retainer with a result-related fee.	☐	☐
68	A percentage-fee arrangement always motivates the consultant to minimise project cost.	☐	☐
69	Absence of contracted personnel is payable when the monthly invoice is submitted.	☐	☐
70	Replacement key personnel should have qualifications equal to or better than those of the person replaced.	☐	☐
71	The performance guarantee should be returned while unresolved secured obligations remain.	☐	☐
72	Consultant reports should be reviewed promptly so defects and schedule deviations can be corrected early.	☐	☐
73	A consultant may replace a key expert with a less qualified person if the fee is reduced.	☐	☐
74	A consultant performance review should generate lessons for future selection and contract management.	☐	☐
75	The consultant may choose the contract type after award.	☐	☐
76	Every extension of time must include liquidated damages.	☐	☐
77	An indefinite-delivery contract does not guarantee the consultant a particular volume of work.	☐	☐
78	The PE may accept a deficient final report simply to close the file.	☐	☐
79	Lump-sum payments focus on acceptance of outputs, whereas time-based payments require input verification.	☐	☐
80	Intellectual property created under the assignment may be ignored at closure.	☐	☐
81	Delay caused by the PE is automatically the consultant's default.	☐	☐
82	Timesheets alone prove that a time-based consultant achieved satisfactory progress.	☐	☐
83	The Procuring Entity should assign realistic contract-management responsibilities before implementation.	☐	☐
84	Indefinite-delivery contracts suit specialised services whose exact timing and quantity cannot be predicted.	☐	☐
85	Consultancy outputs require less monitoring because professionals can supervise themselves.	☐	☐
86	Only the consultant needs to understand reporting and escalation arrangements.	☐	☐

No.	Question	True	False
87	Undisputed invoice items may be processed while genuinely disputed items remain under review.	☐	☐
88	A material change in scope, personnel, cost or timing should be documented through an authorised variation.	☐	☐
89	Retention money must be deducted from every consultancy payment regardless of the contract.	☐	☐
90	Time-based invoices require verification of time, rates, reimbursables and supporting records.	☐	☐
91	A post-mortem meeting should identify individuals to blame.	☐	☐
92	A fixed price removes the need to review the quality of deliverables.	☐	☐
93	Performance security must remain valid for the required amount and period.	☐	☐
94	Notification of a subcontract transfers liability to the subcontractor.	☐	☐
95	An indefinite-delivery contract commits the PE to use all estimated services.	☐	☐
96	The inception report is merely ceremonial and cannot affect the work plan.	☐	☐
97	Contract disputes should first be addressed promptly and constructively under the agreed dispute procedure.	☐	☐
98	Time-based invoices do not require receipts for reimbursable expenses.	☐	☐
99	A consultant should normally bear costs arising from replacement of its key personnel.	☐	☐
100	Disputes should immediately proceed to arbitration without management discussion.	☐	☐

B Explanatory Questions

1. Why is consultancy contract monitoring essential for value for money?

2. How should a PE select an appropriate consultancy contract type?

3. Compare lump-sum and time-based consultancy contracts.

4. When is a lump-sum contract appropriate?

5. What controls reduce risk under a lump-sum contract?

6. When is a time-based contract appropriate?

7. Prepare a control checklist for time-based invoices.

8. Why can percentage-fee contracts create a conflict with economical design?

9. Explain a retainer and success-fee arrangement and its risks.

10. How should an indefinite-delivery consultancy be controlled?

11. What responsibilities should be assigned before consultancy implementation begins?

12. What prerequisites should be checked before issuing a Notice to Proceed?

13. Design an agenda for a consultancy kick-off meeting.

14. What should be resolved during the inception phase?

15. How should reports be used to manage progress?

16. What is the correct procedure for a consultancy variation?

17. A proposed replacement expert has less experience but a lower fee. What should the PE do?

18. How should persistent poor performance by a consultant's expert be handled?

19. Why must changes in a consulting firm's ownership or partnership be monitored?

20. What does maintaining eligibility throughout the contract mean?

21. How should conflicts of interest be controlled during execution?

22. What safeguards apply to consultancy subcontracting?

23. How should performance security be managed after a contract amendment?

24. How can the PE verify deployment of contracted resources?

25. Explain the relationship among scope, quality and payment control.

26. A consultancy is behind schedule because the PE delayed data access. How should this be addressed?

27. How should an extension-of-time request be assessed?

28. What is the purpose of liquidated damages in a consultancy contract?

29. Explain how disputed and undisputed invoice items should be treated.

30. How should advance payment and its security be controlled?

31. Distinguish payment verification for lump-sum and time-based contracts.

32. What internal controls reduce duplicate or unsupported consultancy payments?

33. What commonly causes consultancy disputes?

34. Outline a stepwise dispute-resolution process.

35. What distinguishes force majeure from ordinary performance difficulty?

36. What should a party do when force majeure occurs?

37. When might early termination be justified?

38. Prepare a termination control checklist.

39. Why should termination be treated cautiously?

40. What should be completed before a consultancy contract is closed?

41. How should intellectual property be addressed at closure?

42. What documents should a consultant hand over at completion?

43. Why is consultant performance evaluation required?

44. Design a balanced consultant performance scorecard.

45. What questions should a post-mortem review address?

46. How should lessons learned be converted into action?

47. A consultant submits a weak draft final report but requests full milestone payment. What should happen?

48. A time-based supervision contract is consuming its ceiling while construction is far behind. What should the PE do?

49. Prepare an end-to-end consultancy contract-management framework.

50. How does effective consultancy contract management protect public resources?

CHAPTER 10

Managing Risks in the Procurement of Consultancy Services

A True or False Questions

Tick the appropriate box. Answers are deliberately mixed and appear in Part Two.

No.	Question	True	False
1	The User Department may approve payment before checking deliverables.	☐	☐
2	A performance evaluation is useful only for terminating a current consultant.	☐	☐
3	Evaluation Committee members must preserve confidentiality and declare conflicts.	☐	☐
4	Weak Terms of Reference can lead to poor competition, weak proposals and unsatisfactory outputs.	☐	☐
5	Including unqualified firms increases competition and therefore reduces risk.	☐	☐
6	Weak supervision transfers all implementation risk to the consultant.	☐	☐
7	Post-procurement reviews should feed lessons into later ToR and RFP preparation.	☐	☐
8	Conflicts of interest need not be declared at the EOI stage.	☐	☐
9	Any selection method may be used if the consultant is reputable.	☐	☐
10	Procurement audits can reveal recurring consultancy risks and weak controls.	☐	☐
11	Risk management is necessary only after a consultancy contract is signed.	☐	☐
12	A realistic cost estimate reduces the risk of funding shortfalls and stalled procurement.	☐	☐
13	Standard documents eliminate the need for assignment-specific review.	☐	☐

No.	Question	True	False
14	The consultant-selection method should match the nature and complexity of the assignment.	☐	☐
15	Artificially exaggerating a need improves project ambition without procurement risk.	☐	☐
16	Legal review can wait until after contract signature.	☐	☐
17	EOI and shortlisting criteria should be clear, proportionate and disclosed.	☐	☐
18	The Procurement Unit should use approved standard documents and coordinate compliance.	☐	☐
19	Award delay creates no risk while proposal validity is still running.	☐	☐
20	Negotiation minutes are optional when the parties agree.	☐	☐
21	A risk with a low likelihood may always be ignored.	☐	☐
22	Risk mitigation measures should be tested for effectiveness, not merely recorded.	☐	☐
23	Negotiation risks are reduced by an approved mandate, qualified team and complete records.	☐	☐
24	Risk owners may be left unnamed if the mitigation is clear.	☐	☐
25	Consultant performance evaluations should inform future procurement planning.	☐	☐
26	Proposal information may be discussed with non-evaluators to obtain informal advice.	☐	☐
27	Recording a mitigation automatically proves that the risk is controlled.	☐	☐
28	Contract closure needs no risk review once the final report is received.	☐	☐
29	A risk register should identify causes, consequences, controls, owners and review dates.	☐	☐
30	Verbal variations are adequate for urgent consultancy changes.	☐	☐
31	Contract variations should be documented and approved before implementation.	☐	☐
32	Only the Procurement Unit is responsible for every consultancy risk.	☐	☐
33	A risk register should never change after approval.	☐	☐
34	Risk management should begin during needs identification and continue through contract closure.	☐	☐
35	A strong technical proposal may be scored using an undisclosed criterion.	☐	☐
36	The User Department should help prepare the ToR and verify consultancy deliverables.	☐	☐
37	A vague EOI notice helps the PE retain flexibility.	☐	☐
38	Shortlisting criteria may be invented after applications are received.	☐	☐

No.	Question	True	False
39	Market research is unnecessary when estimating consultancy cost.	☐	☐
40	Consultancy risk management supports compliance, transparency, predictability and value for money.	☐	☐
41	Contract closure is itself a risk stage requiring records, settlement and performance review.	☐	☐
42	Lessons learned should remain in the closed procurement file.	☐	☐
43	A ToR can be prepared without stakeholder or technical input.	☐	☐
44	Evaluation must use only criteria and weights stated in the RFP.	☐	☐
45	Delayed payment has no effect on consultancy performance.	☐	☐
46	The RFP may omit the evaluation methodology if the Evaluation Committee knows it.	☐	☐
47	Audit findings may be ignored when no financial loss has yet occurred.	☐	☐
48	The Accounting Officer and Legal Unit have important approval and compliance responsibilities.	☐	☐
49	Payment should follow verification of the quality and receipt of contractual deliverables.	☐	☐
50	Negotiations may change the competition into a substantially different assignment.	☐	☐

B Explanatory Questions

1. Why is consultancy procurement exposed to distinctive risks?

2. Describe a practical risk-management cycle for consultancy procurement.

3. How can an exaggerated or poorly justified need affect the procurement?

4. What controls reduce the risk of an inadequate ToR?

5. How should budget-estimation risk be managed?

6. How does selection-method choice affect risk?

7. Prepare risk controls for the EOI and shortlisting stage.

8. What evaluation risks arise from confidentiality breaches or undisclosed criteria?

9. How should negotiation risk be controlled?

10. What risks should be checked before contract signature?

11. How can weak contract supervision undermine a sound selection process?

12. What information belongs in a consultancy risk register?

13. Allocate major risk responsibilities among key actors.

14. How should risk controls be monitored?

15. Why should audits and post-procurement reviews influence future processes?

16. A shortlist contains a favoured but unqualified firm. What should happen?

17. An evaluator proposes a useful criterion not stated in the RFP. What is the correct response?

18. A negotiated change materially expands the ToR. How should the PE respond?

19. How should consultant performance information be used?

20. Prepare an end-to-end risk response for an urgent, complex consultancy with a weak initial ToR.

CHAPTER 11

Monitoring of Procurement and Records Keeping

A True or False Questions

Tick the appropriate box. Answers are deliberately mixed and appear in Part Two.

No.	Question	True	False
1	Value-for-money audits must be completed before a contract is signed.	☐	☐
2	Media reports can never trigger a procurement investigation.	☐	☐
3	Entry and exit meetings support shared understanding and factual clarification during an audit.	☐	☐
4	The Auditor General may review procurement compliance through statutory and special audits.	☐	☐
5	Claims and disputes should be removed after settlement.	☐	☐
6	Records disposal means throwing away files when storage is full.	☐	☐
7	The Accounting Officer must ensure that record-keeping requirements are implemented.	☐	☐
8	Procurement records may be destroyed after one financial year.	☐	☐
9	PPDAA may monitor procurement opportunities but not implementation of awarded contracts.	☐	☐
10	Only the Procurement Unit uses procurement records.	☐	☐
11	Electronic procurement records should be covered by retention and disposal arrangements.	☐	☐
12	An investigation report may recommend only training.	☐	☐
13	Obstructing an authorised investigation has no consequence.	☐	☐
14	The Procurement Audit Tool uses weighted components that total 100 percent before applicable deductions.	☐	☐
15	The PE may withhold requested records until the draft report is issued.	☐	☐
16	Permanent preservation and transfer to archives are not records-disposal actions.	☐	☐

No.	Question	True	False
17	A records retention and disposal schedule assigns retention periods and authorised final actions.	☐	☐
18	Internal procurement monitoring is a responsibility of each Procuring Entity.	☐	☐
19	PPDAA may investigate only after a court order.	☐	☐
20	A procurement audit is solely intended to identify persons for punishment.	☐	☐
21	A contract file should be opened after signature and maintained through implementation and closure.	☐	☐
22	The Accounting Officer may transfer all procurement accountability to the Procurement Unit.	☐	☐
23	The contract file should include the signed contract, securities, instructions, performance, payments, claims and closure.	☐	☐
24	Inspection and acceptance reports are optional when an invoice exists.	☐	☐
25	Declarations of interest are personal documents and should be excluded from the file.	☐	☐
26	Investigations may arise from audits, complaints, red flags, media reports or other intelligence.	☐	☐
27	Active and closed files should be mixed to save space.	☐	☐
28	An exit meeting replaces the PE's written response to draft findings.	☐	☐
29	Procurement records provide evidence of what was procured, how, from whom, at what price and under what conditions.	☐	☐
30	User Departments must maintain technical and contract-performance records for their projects.	☐	☐
31	Multiple conflicting versions improve transparency by showing alternatives.	☐	☐
32	Documents concerning one procurement should be linked even when created by different units.	☐	☐
33	Bid clarifications and addenda need not be retained after evaluation.	☐	☐
34	PPDAA may inspect and audit procurement records and proceedings of Procuring Entities.	☐	☐
35	Poor records make fraud easier to prove.	☐	☐
36	Procurement monitoring is optional when the PE has an approved procurement plan.	☐	☐
37	The procurement file should include approvals, solicitation, opening, evaluation, award and complaint records.	☐	☐
38	A high aggregate score means every component is fully compliant.	☐	☐
39	Internal auditors should approve procurement decisions before reviewing them.	☐	☐

No.	Question	True	False
40	A scanned copy automatically permits destruction of the original.	☐	☐
41	Internal audit should provide independent assurance without taking over management decisions.	☐	☐
42	The Accounting Officer has overall responsibility for procurement and disposal compliance within the PE.	☐	☐
43	A contract closure report is unnecessary if final payment was made.	☐	☐
44	The signed contract belongs only in the procurement file.	☐	☐
45	Monitoring may cover contract award, variation, termination and implementation.	☐	☐
46	Good records preserve institutional memory and protect legal and financial interests.	☐	☐
47	Internal monitoring is unnecessary when PPDAA conducts periodic audits.	☐	☐
48	A person may refuse to provide relevant information merely because they are not in the Procurement Unit.	☐	☐
49	Investigation recommendations may include rectification, discipline, suspension or debarment action.	☐	☐
50	A procurement file should be opened when the requirement begins and maintained through award.	☐	☐
51	Confidentiality prevents authorised auditors from accessing procurement records.	☐	☐
52	Procurement records should be complete, accurate, authentic, secure and retrievable.	☐	☐
53	Competition is irrelevant to a compliance audit.	☐	☐
54	The Head of Procurement Unit has no responsibility once files reach the registry.	☐	☐
55	The Auditor General has no interest in procurement records.	☐	☐
56	Compliance audits seek assurance on economy, efficiency, effectiveness, fairness and integrity.	☐	☐
57	User Departments may discard technical reports after sending a payment recommendation.	☐	☐
58	A missing file can be reconstructed reliably from officers' memories.	☐	☐
59	Access to procurement records should be limited to authorised users.	☐	☐
60	A complete file proves that the procurement decision was lawful.	☐	☐
61	Digital records need no access controls because they are backed up.	☐	☐
62	A retention period starts whenever an officer finds the file.	☐	☐
63	PPDAA may coordinate investigations with audit, anti-corruption and professional bodies.	☐	☐

No.	Question	True	False
64	A record exists only when it is printed and signed.	☐	☐
65	The Audit Tool may total more than 100 percent to reward strong entities.	☐	☐
66	Records management is a clerical task with no effect on value for money.	☐	☐
67	Incomplete records can prevent meaningful audit and investigation.	☐	☐
68	PPDAA investigations must be conducted without coordination with other oversight bodies.	☐	☐
69	Procurement records are useful only to auditors.	☐	☐
70	Procurement and disposal records are required to be retained for at least seven years.	☐	☐
71	Any staff member may alter a procurement record if the change seems helpful.	☐	☐
72	Emails relating to procurement fall outside records management.	☐	☐
73	Complaints and emergency-procurement failures cannot affect the audit rating.	☐	☐
74	PPDAA monitors performance of the national procurement and disposal system.	☐	☐
75	Persons holding relevant procurement information are required to cooperate with authorised investigations.	☐	☐
76	Personal desks and private folders are suitable permanent storage for official procurement files.	☐	☐
77	Contract variations can be filed separately without reference to the original contract.	☐	☐
78	A PE should maintain audit-ready records continuously rather than assemble them only after notification.	☐	☐
79	Corrective actions from audits need not be tracked after the final report.	☐	☐
80	An audit notification should communicate purpose, scope or indicators to the PE.	☐	☐
81	Records should not be destroyed while needed for legal, fiscal, administrative or accountability purposes.	☐	☐
82	A retention schedule authorises immediate destruction of all inactive records.	☐	☐
83	The Head of the Procurement Unit is responsible for overall management and safekeeping of procurement records.	☐	☐
84	Audit scoring helps identify strengths, gaps and targeted capacity-building needs.	☐	☐
85	File movement does not need to be recorded.	☐	☐
86	Draft audit findings should never be discussed with the PE.	☐	☐

No.	Question	True	False
87	Auditors need not explain their objectives to management.	☐	☐
88	Version control helps identify the definitive procurement record.	☐	☐
89	Each unit may keep unrelated fragments without a central reference.	☐	☐
90	Unsuccessful-bidder notifications have no audit value.	☐	☐
91	Records may exist in paper, electronic or other media.	☐	☐
92	Only PPDAA is responsible for procurement compliance within a PE.	☐	☐
93	A PE should begin creating procurement records only after receiving an audit notice.	☐	☐
94	The procurement file may be opened after contract award.	☐	☐
95	PPDAA may conduct procurement audits during bidding, contract audits during execution and value-for-money audits after completion.	☐	☐
96	A PE should respond to draft audit findings with evidence and proposed corrective action.	☐	☐
97	Records subject to audit, complaint or investigation may be destroyed when their normal period expires.	☐	☐
98	Procurement monitoring ends when non-compliance is identified.	☐	☐
99	Procurement monitoring helps detect non-compliance, performance weaknesses and integrity risks.	☐	☐
100	PPDAA may investigate suspected non-compliance, fraud, corruption, collusion or systemic weakness.	☐	☐

B Explanatory Questions

1. Why are procurement monitoring and records keeping mutually dependent?

2. Explain the Accounting Officer’s compliance responsibility.

3. What aspects of procurement may PPDAA monitor?

4. Distinguish a procurement audit, contract audit and post-completion value-for-money audit.

5. What are the primary objectives of a compliance audit?

6. Outline the main stages of PPDAA’s audit process.

7. How should a PE prepare continuously for procurement audit?

8. What is the purpose of an audit entry meeting?

9. What is the purpose of an audit exit meeting?

10. How should a PE respond to draft audit findings?

11. Why does the Audit Tool use weighted components?

12. How should management interpret a good overall score with a poor records component?

13. What events may trigger a PPDAA investigation?

14. What powers and cooperation support an investigation?

15. What recommendations may follow an investigation?

16. How should investigation recommendations be followed up?

17. Distinguish internal monitoring, PPDAA oversight and Auditor General review.

18. Why must Internal Audit remain independent of procurement management?

19. Define a procurement record in practical terms.

20. What questions should a complete procurement record answer?

21. How do records protect the PE's legal and financial interests?

22. What are the consequences of weak records management?

23. Design the core controls of a procurement filing system.

24. How should fragmented records across departments be controlled?

25. Why is version control essential?

26. How should access to sensitive procurement records be managed?

27. Distinguish the procurement file from the contract file.

28. Prepare a procurement-file checklist.

29. Prepare a contract-file checklist.

30. Why should bid-opening and evaluation records both be retained?

31. What contract records support payment?

32. How should complaints records be maintained?

33. What records should document a variation?

34. Why is a contract closure report important?

35. Explain the seven-year retention requirement.

36. What is the Accounting Officer's records-management role?

37. What is the Head of Procurement Unit's records role?

38. What is the User Department's records role?

39. What is a records retention and disposal schedule?

40. Why is a retention schedule necessary?

41. Which procurement-related records should the schedule cover?

42. How should electronic procurement records be preserved?

43. What is a legal or audit hold?

44. How should closed procurement files be transferred to storage?

45. A file is missing an evaluation report but contains an award letter. What should the PE do?

46. An officer keeps procurement emails only in a private mailbox. What is the risk and remedy?

47. How can audit findings improve institutional capacity?

48. Design a quarterly internal procurement-monitoring report.

49. How do complete records support anti-corruption work?

50. Prepare an integrated improvement plan for a PE with missing files and repeated audit findings.

CHAPTER 12

Disposal of Public Assets

A True or False Questions

Tick the appropriate box. Answers are deliberately mixed and appear in Part Two.

No.	Question	True	False
1	A high-value asset may be sold directly merely because one buyer is convenient.	☐	☐
2	An asset may be disposed of simply because an officer dislikes it.	☐	☐
3	Auction payments may be made whenever the buyer finds funds.	☐	☐
4	The Board of Survey physically verifies assets proposed for disposal.	☐	☐
5	Transfer to another PE requires no written agreement because ownership remains public.	☐	☐
6	Estimated values are unnecessary in a Disposal Plan.	☐	☐
7	Disposal proceeds should be receipted and deposited into the designated government account.	☐	☐
8	The Fixed Asset Register should be updated immediately after completed disposal.	☐	☐
9	The Procurement Committee may approve disposal without reviewing the Board of Survey findings.	☐	☐
10	PE officials may participate in a disposal where a relative is bidding if they remain silent.	☐	☐
11	Direct negotiation requires a justified circumstance, valuation and controlled process.	☐	☐
12	The Board of Survey may rely solely on the asset register without physical inspection.	☐	☐
13	A missing serial number is irrelevant to disposal.	☐	☐
14	Disposal is part of the public asset lifecycle and public financial management.	☐	☐
15	Low-value assets must always be sold through an expensive public auction.	☐	☐
16	A successful buyer may change the assets included after award.	☐	☐
17	A donation may impose any cost on the PE because no sale revenue is expected.	☐	☐
18	PPDAA may inspect, audit or investigate disposal proceedings.	☐	☐

No.	Question	True	False
19	Residual value need not be considered when recommending a disposal method.	☐	☐
20	The User Department may appoint the Board of Survey.	☐	☐
21	Environmental cost is irrelevant when selecting a disposal method.	☐	☐
22	A failed disposal method should be documented before another authorised method is used.	☐	☐
23	The User Department initiates disposal with a written and supported request.	☐	☐
24	A Board of Survey Report provides the formal basis for further disposal action.	☐	☐
25	A trade-in needs no connection to procurement of a replacement asset.	☐	☐
26	The Annual Disposal Plan should be prepared only after assets are sold.	☐	☐
27	An Annual Disposal Plan forms part of the Annual Procurement Plan.	☐	☐
28	The Procurement Unit verifies inventory details, classification, documentation and eligibility for disposal.	☐	☐
29	Destruction should be used whenever sale administration appears difficult.	☐	☐
30	Conversion or reclassification may create value from an asset that cannot be sold in its current form.	☐	☐
31	The reserve price may be reduced during trade-in negotiations.	☐	☐
32	Donation is the first choice for assets with market value.	☐	☐
33	Cash handling by one officer improves efficiency at auctions.	☐	☐
34	ICT assets may require secure data removal before disposal.	☐	☐
35	Disposal may begin before the Board of Survey Report is approved.	☐	☐
36	Ad hoc disposal is preferable because planning delays asset removal.	☐	☐
37	A public officer may buy unlimited similar assets in one exercise.	☐	☐
38	Sale to public officers is restricted to eligible low-value or limited assets and personal use.	☐	☐
39	Public bidding and auction are competitive disposal methods.	☐	☐
40	The Accounting Officer constitutes the Board of Survey.	☐	☐
41	A defaulting auction buyer may retain the asset while payment is negotiated.	☐	☐
42	Direct negotiation eliminates the need for bidding documents and records.	☐	☐
43	The highest possible revenue is the only principle governing disposal.	☐	☐

No.	Question	True	False
44	Donation is used only when payment or transfer cannot reasonably be obtained.	☐	☐
45	Maintenance records have no relevance to asset disposal.	☐	☐
46	Timely disposal can reduce storage, maintenance, deterioration and misuse.	☐	☐
47	A vehicle may be handed over before full payment if the buyer signs a promise.	☐	☐
48	The Procurement Committee reviews the Board of Survey Report and approves or rejects disposal.	☐	☐
49	Negotiation is allowed in sale-to-public-officer bidding.	☐	☐
50	The Board of Survey also receives and accounts for sale proceeds.	☐	☐
51	Destruction is a last-resort method requiring formal approval and evidence of destruction.	☐	☐
52	Conversion can be performed secretly before valuation.	☐	☐
53	The disposal file should contain inspection, valuation, approvals, competition, payment and handover records.	☐	☐
54	Disposal proceeds may be retained informally for office expenses.	☐	☐
55	Disposal is an informal stores activity outside procurement law.	☐	☐
56	Disposal should uphold transparency, fairness, competition, ethics and value for money.	☐	☐
57	A verbal request from a custodian is enough to initiate disposal.	☐	☐
58	A disposal file needs only the sales receipt.	☐	☐
59	PPDAA oversight ends once the Procurement Committee approves disposal.	☐	☐
60	A trade-in assessment should compare standalone disposal, trade-in value and procurement cost.	☐	☐
61	Valuation may be performed after sale to confirm whether the price was fair.	☐	☐
62	The Procurement Unit alone selects the disposal method.	☐	☐
63	The asset register can be updated at the next annual stocktake.	☐	☐
64	Hazardous assets require methods that protect health, safety and the environment.	☐	☐
65	An asset may remain in the register after lawful handover to preserve history.	☐	☐
66	Transfer to another PE can preserve continued public use of an asset.	☐	☐
67	The officer holding an asset may destroy it without approval.	☐	☐
68	The receiving PE must pay market price for every transfer.	☐	☐

No.	Question	True	False
69	Destruction certificates and transfer or donation forms form part of the official record.	☐	☐
70	Sale to public officers is intended for commercial resale.	☐	☐
71	Responsible disposal ends when the buyer removes the asset.	☐	☐
72	Disposal records can be destroyed immediately after quarterly reporting.	☐	☐
73	The Board of Survey assesses condition, residual value and appropriate disposal method.	☐	☐
74	A destruction certificate is unnecessary if photographs exist.	☐	☐
75	The Annual Disposal Plan should include assets, justification, values, methods, schedules and responsible officers.	☐	☐
76	Public assets may be movable, immovable, tangible or intangible and have monetary value.	☐	☐
77	Asset tags, serial numbers, quantities and inventory records should be reconciled during inspection.	☐	☐
78	Intangible assets cannot be public assets.	☐	☐
79	A valuation should support reserve price and value-for-money decisions.	☐	☐
80	Public bidding allows the PE to choose any bidder regardless of price.	☐	☐
81	A Disposal Completion Report records the method, assets, value, recipient, payment and handover.	☐	☐
82	Scrap has no value and therefore needs no control.	☐	☐
83	Conflicts of interest must be declared and managed throughout disposal.	☐	☐
84	Public notice is unnecessary when competition is feasible.	☐	☐
85	Disposal outcomes should be included in quarterly procurement and disposal reports.	☐	☐
86	Assets subject to investigation or legal restrictions should not proceed to disposal.	☐	☐
87	Trade-in may be used even when it reduces competition and value for money.	☐	☐
88	Assets may qualify for disposal when obsolete, surplus, unsafe, unserviceable or uneconomical to maintain.	☐	☐
89	Trade-in may offset the cost of a replacement asset when it provides value for money.	☐	☐
90	An asset under investigation may be sold if a buyer offers a good price.	☐	☐
91	Failed auction or bidding records may be discarded when the process is repeated.	☐	☐

No.	Question	True	False
92	The disposal method should reflect value, condition, demand, risk, competition and cost-effectiveness.	☐	☐
93	The Procurement Unit should accept the User Department's classification without verification.	☐	☐
94	Completion and archiving preserve accountability after the asset leaves PE custody.	☐	☐
95	The Disposal Completion Report may omit the successful recipient.	☐	☐
96	Lessons from disposal failures should not affect future plans.	☐	☐
97	Public officers purchasing assets remain subject to quantity and commercial-use restrictions.	☐	☐
98	Assets originally procured for donation must undergo this disposal procedure.	☐	☐
99	ICT equipment may be sold with government data intact.	☐	☐
100	A completed disposal need not be reported if the proceeds were small.	☐	☐

B Explanatory Questions

1. Why is disposal a core public financial management function?

2. What circumstances may justify disposal of a public asset?

3. Which principles should guide disposal decisions?

4. Explain the purpose of the Board of Survey.

5. Prepare a Board of Survey inspection checklist.

6. What should a Board of Survey Report contain?

7. Why must disposal be planned annually?

8. What belongs in an Annual Disposal Plan?

9. How does timely disposal improve asset management?

10. What documents should a User Department submit to initiate disposal?

11. What should the Procurement Unit verify before Board of Survey inspection?

12. What is the Procurement Committee's disposal role?

13. How should a disposal method be selected?

14. Why is valuation required before disposal?

15. When is public bidding appropriate?

16. What controls should govern a public auction?

17. When may direct negotiation be justified?

18. What safeguards apply to sale of assets to public officers?

19. When is destruction an appropriate method?

20. How should destruction be documented?

21. What arrangements should be agreed before transfer to another PE?

22. When may conversion or reclassification be useful?

23. How should a conversion process be controlled?

24. When is trade-in appropriate?

25. Prepare a trade-in cost-benefit analysis.

26. Why must the trade-in reserve price remain fixed?

27. When may donation be used?

28. What ethical risks arise in disposal?

29. How should conflicts of interest be managed?

30. What controls protect disposal revenue?

31. Prepare a disposal-file checklist.

32. How should security-sensitive ICT assets be disposed of?

33. What special considerations apply to hazardous assets?

34. What is the purpose of a Disposal Completion Report?

35. How should the Fixed Asset Register be updated?

36. What should quarterly disposal reporting cover?

37. A winning buyer fails to pay. What should the PE do?

38. A ministry has serviceable surplus computers and another PE needs them. Which method deserves first consideration?

39. Expired medicines have no sale value. How should they be handled?

40. An old vehicle can be sold or traded toward a replacement. How should the choice be made?

41. Why should a failed disposal attempt remain in the file?

42. How can disposal planning reduce fraud risk?

43. Distinguish disposal by transfer from donation.

44. Distinguish destruction from conversion.

45. What evidence should support handover of a sold asset?

46. How should PPDAA findings on disposal irregularities be addressed?

47. What lessons should be captured after disposal?

48. Prepare an end-to-end disposal sequence.

49. How does responsible disposal strengthen public trust?

50. A PE proposes selling low-value chairs to staff. What checks are required?

PART TWO CONSOLIDATED ANSWERS

The answers below follow the numbering used in each chapter. Reasons or corrections are provided for every False answer.

CHAPTER 2

Foundations and Principles of Public Procurement

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	Value for money must be pursued through fair, transparent, competitive and accountable procedures; price does not override fairness.
2	False	Material information must be shared fairly so eligible bidders compete on an equal basis.
3	True	
4	False	Awards must be published whenever disclosure is mandatory; a bidder's preference for privacy cannot override that requirement.
5	False	The legal framework establishes rules and procedures; institutions implement them, provide oversight and monitor compliance.
6	False	The framework seeks to balance local development, inclusiveness, competition, efficiency and value for money.
7	True	
8	False	Confidentiality is not absolute; opportunities, awards and other information must be disclosed when the law requires.
9	True	
10	False	An item that does not meet the required function or quality cannot provide the intended procurement outcome.
11	True	
12	False	All procurement actors, including providers, are accountable for their conduct and contractual obligations.
13	False	Accountability covers compliance and conduct as well as financial consequences.
14	False	Integrity and accountability require errors to be disclosed, documented and corrected through proper procedures.
15	True	
16	True	
17	True	
18	False	Transparency depends on timely disclosure and preservation of an adequate record for scrutiny and audit.

No.	Answer	Reason or Correction for False Answers
19	False	Local content has broader economic and social objectives, including enterprise development, jobs, skills and industrialisation.
20	True	
21	True	
22	False	Relevant records must be preserved and made available for review.
23	False	Local participation must be promoted through lawful preferences, reservations, lotting and evaluation measures, while observing applicable procedures.
24	True	
25	False	Artificial splitting to avoid competition, thresholds or approvals is prohibited.
26	False	Fairness requires equal opportunity and consistent treatment, not equal awards; the contract is awarded according to the disclosed criteria.
27	True	
28	True	
29	False	Bidders must receive equal treatment, and evaluation may use only lawful criteria disclosed in the solicitation document.
30	False	Specifications should be objective and non-restrictive unless a lawful and properly justified exception applies.
31	True	
32	True	
33	False	Principles such as accountability, efficiency, integrity and value for money continue through contract implementation and completion.
34	False	Procurement rules should be accessible to all stakeholders, including PEs, providers, civil society, oversight bodies and development partners.
35	True	
36	False	Efficiency must be achieved within the legal framework; mandatory controls cannot be bypassed for speed.
37	False	The principles apply across procurement categories and to disposal of public assets.
38	False	Local preference does not excuse failure to meet mandatory eligibility, qualification or responsiveness requirements.
39	True	
40	False	Good-faith use of the prescribed review mechanism must not attract retaliation.
41	False	Value for money must guide planning, requirements definition, method selection, evaluation, award and contract management.
42	True	
43	True	
44	True	
45	False	Selective correction would violate fairness and equal treatment; clarifications must follow the authorised procedure.

No.	Answer	Reason or Correction for False Answers
46	False	The lawful method and market approach depend on the applicable rules, thresholds, value and procurement circumstances.
47	True	
48	True	
49	True	
50	False	Actual, potential or perceived personal interests may create a conflict even without payment.
51	True	
52	False	Material decisions must be made by authorised persons and supported by written records and approvals.
53	False	Professionalisation, training and certification help officers apply sustainability, ethical and environmental requirements competently.
54	False	Monitoring confirms whether the promised outputs and outcomes are delivered and is essential to realising value for money.
55	True	
56	True	
57	False	Value for money is the best overall outcome, assessed through price and non-price factors including quality, fitness, lifecycle cost and sustainability.
58	False	All officials and organs participating in procurement and disposal must observe the governing principles.
59	False	Applicable instruments must be current, accessible and consistently applied; convenience cannot justify reliance on superseded guidance.
60	True	
61	False	Bidders must receive equal treatment regardless of nationality unless a preference or reservation is expressly authorised.
62	False	Procurement principles guide lawful, ethical and accountable procurement and disposal decisions.
63	True	
64	True	
65	False	The disclosed criteria must be applied consistently to all bidders.
66	False	Gifts and inducements threaten actual and perceived integrity and must be refused and handled under the applicable ethical requirements.
67	False	Any preference or reservation must have a legal basis and be stated in the procurement documents and evaluation methodology.
68	True	
69	True	
70	False	Aggregation must balance efficiency and value for money with lawful lotting and inclusion measures.
71	False	Environmental requirements and evaluation criteria must be relevant and disclosed in the solicitation documents.

No.	Answer	Reason or Correction for False Answers
72	True	
73	False	Eligible aggrieved bidders must be allowed to use the prescribed complaints process.
74	False	The Manual recognises economic, social and environmental impacts as part of the overall procurement outcome.
75	True	
76	False	Competition should be used unless a lawful and justified exception applies; prior performance alone does not authorise bypassing it.
77	True	
78	True	
79	False	The structured review system should be followed, beginning at the appropriate level unless the law provides otherwise.
80	False	Economy must be considered with fitness, quality and lifecycle implications, not merely the lowest purchase price.
81	True	
82	False	Appropriate lot division may facilitate participation by SMEs and local businesses while preserving value for money.
83	True	
84	False	Transparency is subject to lawful confidentiality; sensitive bid and evaluation information must be protected until disclosure is authorised.
85	False	The two pillars must operate coherently and reinforce each other to achieve transparency, accountability and value for money.
86	False	Legislation must be supported by functioning institutions that implement, advise, monitor, enforce and continuously improve the system.
87	True	
88	False	Sustainability complements rather than replaces fitness, quality, competition and value for money.
89	False	Electronic tendering can reduce paper use, improve efficiency and support greener procurement practices.
90	True	
91	False	The principle permits preferences and reservations expressly provided by law.
92	False	Complaints must be determined through the authorised and impartial review mechanisms.
93	False	Bid and evaluation information must be protected from unauthorised disclosure and misuse.
94	True	
95	False	It promotes legality, fairness, accountability and confidence by providing an avenue for review and correction.
96	False	SPP covers economic, social and environmental dimensions, including local enterprise development and inclusion of targeted groups.

No.	Answer	Reason or Correction for False Answers
97	False	Both the process and outcome must comply with transparency, fairness, non-discrimination and other applicable principles.
98	True	
99	False	Qualification requirements must be objective, proportionate and non-restrictive.
100	False	The registry and PE structures perform different functions; Procurement Units and Committees remain necessary institutional components.

B Model Answers to Explanatory Questions

1. Explain the two foundations of a functional public procurement system.

Answer: A functional system combines an accessible legal framework with effective institutions. The law establishes rules and standards, while institutions implement, advise, monitor, enforce and improve the system.

2. Why must procurement laws, regulations and standard documents be accessible to all stakeholders?

Answer: Accessibility creates a shared understanding of requirements, improves predictability and compliance, and enables providers, officials, civil society and oversight bodies to hold the system accountable.

3. Distinguish the role of primary procurement legislation from that of implementing regulations in a public procurement system.

Answer: Primary legislation establishes the statutory framework, institutions and governing principles. Implementing regulations provide the detailed procedures for applying that framework in day-to-day procurement and disposal.

4. What operational role do standard bidding documents, guidelines and official circulars perform?

Answer: They translate the legal framework into standard procedures, instructions, forms and contractual arrangements, promoting consistency and reducing uncertainty across PEs.

5. Explain how PPDAA integrates the legal and institutional pillars of the procurement system.

Answer: PPDAA develops regulations and guidance, disseminates documents, advises stakeholders and monitors compliance. These functions connect legal requirements with institutional implementation.

6. Identify the principal institutional structures supporting procurement oversight and implementation.

Answer: They include the PPDAA Governance Board and Secretariat, Complaints Review Committee, Procurement Committees, Procurement Units and the provider registry, together with other oversight bodies.

7. What risks arise when procurement legislation is sound but institutions are weak?

Answer: Rules may be applied inconsistently, oversight may fail, complaints may remain unresolved and non-compliance may persist. The result is reduced competition, accountability and value for money.

8. **Explain why procurement principles apply throughout the procurement cycle.**
   Answer: Planning, solicitation, evaluation, award and contract management all involve public decisions and resources. Applying the principles throughout protects the integrity and outcome of the entire cycle.

9. **How do procurement principles strengthen public confidence?**
   Answer: They require transparent, fair, competitive, accountable and ethical conduct. Stakeholders are more likely to trust decisions that follow known rules and are supported by evidence.

10. **Explain the relationship between value for money and the other procurement principles.**
    Answer: Competition, transparency, fairness, efficiency, accountability and integrity create the conditions for sound procurement outcomes. Collectively, they support value for money.

11. **Define value for money in public procurement.**
    Answer: Value for money is the best overall outcome from public expenditure, considering total cost, quality, functionality, sustainability, risk and long-term benefits rather than initial price alone.

12. **Why is the lowest bid price not necessarily the best value for money?**
    Answer: A low initial price may be offset by poor quality, high operating costs, short life, delivery risk or failure to meet the required function. Evaluation must consider the disclosed price and non-price factors.

13. **Describe the elements of a whole-of-life cost assessment.**
    Answer: It may include acquisition, operation, energy, maintenance, consumables, downtime and end-of-life or disposal costs, together with residual value where relevant.

14. **How does procurement planning contribute to value for money?**
    Answer: Planning clarifies needs, funding, packaging, timing, market conditions and the appropriate method. It reduces emergency action, duplication, delay and avoidable cost.

15. **Explain the contribution of contract management to value for money.**
    Answer: Contract management verifies performance, controls time, cost and quality, addresses deviations and ensures the PE receives the outputs and outcomes for which it pays.

16. **Why is competition described as a cornerstone of public procurement?**
    Answer: Competition widens access to opportunities, encourages better offers and helps the PE identify qualified and cost-effective providers while limiting favouritism.

17. **State measures a PE can take to maximise effective competition.**
    Answer: The PE can use an appropriate competitive method, advertise adequately, allow sufficient response time, use neutral specifications and proportionate qualification requirements, and share information equally.

18. **Distinguish economy from efficiency in public procurement.**
    Answer: Economy concerns prudent acquisition of appropriate inputs at reasonable cost. Efficiency concerns converting resources into the required results with minimal waste, delay and administrative burden.

19. Explain why artificial splitting of procurement undermines competition and economy.
Answer: Splitting may evade thresholds, approvals and competitive methods, fragment demand and prevent the PE from obtaining scale economies. It also weakens transparency and control.

20. How can aggregation and lotting be balanced?
Answer: Aggregation can reduce cost and administrative effort, while lotting can preserve realistic access for SMEs and local suppliers. The PE should choose packaging that supports value for money and lawful inclusion.

21. Define transparency and give examples of its practical application.
Answer: Transparency is openness and clarity in procurement. Examples include publishing opportunities and awards, using disclosed criteria, communicating clarifications equally and maintaining accessible records.

22. Explain the limits that confidentiality places on transparency.
Answer: Transparency does not authorise disclosure of protected bid, commercial or evaluation information. Disclosure must follow the law and the appropriate stage of the process.

23. What does accountability require from procurement officials?
Answer: Officials must act within authority, document decisions, comply with procedures, disclose conflicts and accept review or consequences for their actions and omissions.

24. Why is an audit trail essential to accountability?
Answer: It shows what occurred, who acted, the evidence considered, approvals obtained and reasons for decisions. This enables review, audit, investigation and learning.

25. Explain the importance of publishing contract awards.
Answer: Publication informs bidders and the public, supports oversight, discourages secrecy and allows affected parties to use debriefing or complaints mechanisms where appropriate.

26. Define fairness in procurement and distinguish it from equal outcomes.
Answer: Fairness means equal opportunity, consistent rules, objective evaluation and absence of bias. It does not mean every bidder receives a contract; outcomes depend on the disclosed criteria.

27. How should an evaluation committee maintain fairness?
Answer: It should apply only disclosed criteria, treat bidders consistently, protect confidentiality, declare conflicts, document scoring and resist external influence.

28. Explain the meaning of ethics and integrity in public procurement.
Answer: They require honesty, impartiality, independence, professional conduct and proper stewardship of public resources, supported by disclosure and enforcement mechanisms.

29. What should an officer do upon identifying a conflict of interest?
Answer: The officer should disclose it promptly and refrain from influencing the matter. The authorised authority should determine recusal or another appropriate safeguard and document the action.

30. Why can the appearance of a conflict of interest damage procurement integrity?
Answer: Even without proven misconduct, a reasonable perception of bias reduces bidder and public confidence. Disclosure and proper management protect both the process and the officer.

31. Explain the principle of non-discrimination in public procurement.

Answer: A PE must not discriminate or grant preferential treatment based on nationality, ownership, size, gender, disability or similar status unless a preference or reservation is expressly authorised by law.

32. How do clear, objective and non-restrictive specifications, qualification requirements and evaluation criteria support non-discrimination?

Answer: It requires clear, objective and non-restrictive specifications, evaluation criteria and qualification requirements, thereby creating a level playing field.

33. Distinguish unlawful discrimination from a lawful preference scheme.

Answer: Unlawful discrimination lacks statutory authority and unfairly excludes bidders. A lawful preference or reservation is authorised by the PPDA framework, disclosed and applied according to prescribed conditions.

34. Explain the purpose of confidentiality in procurement.

Answer: Confidentiality protects sensitive bid, commercial and evaluation information from misuse, collusion and unfair advantage, preserving integrity and fair competition.

35. Give examples of procurement information that requires protection during evaluation.

Answer: Examples include individual bid details, technical solutions, evaluators' deliberations, comparative scoring and commercially sensitive information until disclosure is authorised.

36. Define local content and state its principal objectives.

Answer: Local content uses procurement to promote South Sudanese enterprises, jobs, skills, capacity and industrial development, while supporting inclusiveness and national economic growth.

37. How can preferences and reservations promote local participation without abandoning accountability?

Answer: They must have a legal basis, be disclosed in the procurement documents, use clear eligibility and evaluation rules, and remain subject to documentation, approval and review.

38. Explain how procurement packaging can support local firms and SMEs.

Answer: Appropriate lotting can reduce the scale and capacity barrier faced by smaller firms. Packaging should still protect competition, efficiency and value for money.

39. Why does local status not excuse a bidder from mandatory requirements?

Answer: Preferences support eligible and responsive target bidders; they do not replace legal eligibility, minimum qualification, responsiveness or contract-performance requirements.

40. Describe the purpose of the three-tier complaints and appeals mechanism.

Answer: It provides an orderly process for challenging procurement decisions, correcting errors and protecting fairness, legality, accountability and bidder confidence.

41. Why should complaints be addressed promptly at the internal level?

Answer: Early, reasoned resolution may correct errors before they escalate, reduce disruption and delay, and preserve effective service delivery.

42. What procedural safeguards should apply when a procurement complaint is reviewed?

Answer: The reviewer should be authorised and impartial, preserve relevant records, allow affected parties to be heard, apply the law and issue a reasoned decision within the prescribed procedure.

43. How does an effective complaints mechanism improve the procurement system beyond the individual case?

Answer: It exposes weaknesses, encourages lawful decision-making, creates accountability and provides lessons for improving documents, procedures and staff capacity.

44. Define Sustainable Public Procurement.

Answer: SPP meets public needs and achieves value for money while generating long-term economic, social and environmental benefits.

45. Explain the economic dimension of sustainable procurement.

Answer: It includes prudent resource use, aggregation, lifecycle value, domestic enterprise development, preferences and reservations, and opportunities for SMEs and target groups.

46. Explain the social dimension of sustainable procurement.

Answer: It promotes inclusion, fair opportunity, ethical labour and conduct, transparency and participation by women, youth, elderly persons and persons with disabilities.

47. Explain the environmental dimension of sustainable procurement.

Answer: It incorporates relevant environmental characteristics, energy efficiency, waste reduction, safer materials and other lifecycle impacts into requirements and evaluation.

48. How can e-procurement contribute to sustainability?

Answer: It can reduce paper use, increase access to information, improve process efficiency, strengthen audit trails and reduce unnecessary physical transactions.

49. Why are training and professionalisation necessary for sustainable procurement?

Answer: Officers need competence to develop suitable criteria, evaluate lifecycle impacts, apply preferences lawfully, monitor performance and balance sustainability with value for money.

50. How can PPDAA and PEs monitor sustainable procurement outcomes?

Answer: Quarterly reports and the APER can track indicators such as local participation, awards to target groups, environmental compliance, ethical performance, competition and value-for-money results.

CHAPTER 3

Internal Setup of Public Entities with Respect to Procurement

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	Correct rule: The Procurement Committee must manage conflicts of interest and keep proper records of its proceedings.
2	False	Correct rule: Internal Audit provides independent assurance but is not a statutory procurement organ responsible for award approval.
3	True	
4	False	Correct rule: Legal advice can strengthen enforceability, compliance and defensibility of procurement decisions.
5	False	Correct rule: Proper negotiations may improve contract clarity and value for money without changing the lawful basis of competition.
6	True	
7	False	Correct rule: A Negotiation Committee must be constituted before negotiations are conducted where negotiation is legally permitted.
8	True	
9	False	Correct rule: An Evaluation Committee is established on an ad hoc basis for each procurement or disposal process.
10	True	
11	False	Correct rule: Separation of initiation, processing, evaluation, approval and acceptance reduces conflicts and weakens opportunities for abuse.
12	True	
13	True	
14	False	Correct rule: A User Department is an existing technical or administrative department rather than a procurement committee.
15	False	Correct rule: Evaluation Committee members must sign the Code of Ethical Conduct in Business.
16	False	Correct rule: Every Procuring Entity must establish a Procurement Committee under the PPDA framework.
17	True	
18	False	Correct rule: External experts may serve where skills are unavailable internally or internal members have conflicts.
19	True	
20	True	
21	False	Correct rule: A Legal Department is not a mandatory statutory procurement organ, although legal advice may support sound decisions and contracts.
22	True	

No.	Answer	Reason or Correction for False Answers
23	False	Correct rule: Internal disagreements should be documented and resolved professionally; no single rigid procedure applies to every type of disagreement.
24	False	Correct rule: The Procurement Unit reports directly to the Accounting Officer.
25	True	
26	True	
27	False	Correct rule: The Verification and Acceptance Committee verifies quantity, quality, timeliness and supporting documentation before acceptance.
28	False	Correct rule: The Procurement Unit is led by a qualified procurement professional and includes PPDAA-assigned procurement officers.
29	False	Correct rule: The Evaluation Committee must apply the disclosed legal and bidding requirements and prepare an evidence-based evaluation report.
30	True	
31	True	
32	False	Correct rule: An Evaluation Committee must have at least three members.
33	True	
34	False	Correct rule: Disagreements should be documented and resolved professionally without compromising each organ's independence.
35	False	Correct rule: The Verification and Acceptance Committee works in consultation with the contract manager.
36	True	
37	True	
38	True	
39	False	Correct rule: The User Department monitors contract implementation in its functional area.
40	False	Correct rule: The Procurement Unit manages and coordinates procurement and disposal activities professionally.
41	True	
42	False	Correct rule: Breaches of procurement ethics may attract oversight, accountability and sanctions.
43	True	
44	False	Correct rule: The Procurement Unit maintains procurement records and submits required reports.
45	False	Correct rule: Delegation does not transfer the Accounting Officer's ultimate accountability.
46	False	Correct rule: Delegation must be authorised, made in writing and state its scope, limits and duration.
47	True	
48	False	Correct rule: The Procurement Committee is a five-member approval body.
49	True	

No.	Answer	Reason or Correction for False Answers
50	False	Correct rule: The Accounting Officer approves members of an Evaluation Committee after recommendation by the Procurement Unit.
51	False	Correct rule: Verification and acceptance protects the Procuring Entity from paying for non-compliant delivery.
52	False	Correct rule: The Procurement Committee reviews and approves procurement submissions placed before it.
53	True	
54	False	Correct rule: Delegation must preserve segregation of duties and the independence of procurement structures.
55	False	Correct rule: Evaluation Committee members require relevant technical expertise, seniority and experience.
56	False	Correct rule: The User Department provides technical officers who may support evaluation, verification and acceptance.
57	True	
58	True	
59	True	
60	False	Correct rule: The Accounting Officer provides institutional leadership and ensures that procurement structures are established and functional.
61	True	
62	True	
63	False	Correct rule: The User Department prepares its departmental procurement work plan.
64	False	Correct rule: Independent performance of functions does not remove the duty of structures to coordinate lawfully.
65	True	
66	False	Correct rule: Distinct organs must perform their own functions without undue influence from another organ.
67	False	Correct rule: Procurement decisions must be fair, transparent, accountable and professionally documented.
68	False	Correct rule: A Negotiation Committee helps protect the Procuring Entity from unauthorised commitments.
69	True	
70	False	Correct rule: The Procurement Committee does not conduct the detailed evaluation of bids.
71	False	Correct rule: Officials must disclose conflicts and avoid gifts, inducements, collusion and improper influence.
72	True	
73	True	
74	False	Correct rule: Internal procurement structures may disagree over technical assessments, compliance, timelines or approval decisions.

No.	Answer	Reason or Correction for False Answers
75	False	Correct rule: Ethical and probity obligations apply to every public official involved in procurement.
76	False	Correct rule: Internal Audit supports accountability but does not replace management ownership of procurement controls.
77	True	
78	False	Correct rule: The committee’s composition should be appropriate to the assignment; it is not universally fixed at five members.
79	False	Correct rule: The Accounting Officer remains ultimately accountable for procurement and disposal activities within the Procuring Entity.
80	True	
81	True	
82	False	Correct rule: The User Department prepares technical requirements and specifications for what it needs.
83	False	Correct rule: Negotiations must remain within the limits permitted by law and the procurement process.
84	False	Correct rule: The User Department initiates and defines its procurement needs.
85	True	
86	False	Correct rule: A Procuring Entity includes ministries, departments, agencies, states, public corporations, parastatals and statutory authorities using public funds.
87	False	Correct rule: Internal Audit provides independent assurance on compliance and effectiveness of internal controls.
88	False	Correct rule: The Accounting Officer appoints the Verification and Acceptance Committee.
89	True	
90	False	Correct rule: The Procurement Unit supports the Procurement Committee and coordinates User Departments.
91	False	Correct rule: The statutory procurement organs operate as an integrated system of checks, approvals, technical input and accountability.
92	False	Correct rule: Legal support is good practice because procurement decisions and contracts carry legal obligations and review risks.
93	True	
94	True	
95	False	Correct rule: The Accounting Officer is the senior-most official responsible for management of public funds within the Procuring Entity.
96	False	Correct rule: Delegation may improve efficiency, timeliness and workload management.
97	True	
98	False	Correct rule: Membership of the Verification and Acceptance Committee is drawn from relevant User Departments.

No.	Answer	Reason or Correction for False Answers
99	False	Correct rule: The Accounting Officer appoints the Procurement Committee.
100	False	Correct rule: The Procurement Unit prepares procurement documents and manages bidding processes.

B Model Answers to Explanatory Questions

1. Explain why a Procuring Entity requires distinct procurement organs.
Answer: Distinct organs distribute authority, provide checks and balances and bring together accountability, procurement expertise and technical knowledge. Separation reduces conflicts and strengthens lawful decision-making.

2. Describe how the internal procurement structures operate as an integrated system.
Answer: User Departments initiate needs, the Procurement Unit manages the process, Evaluation Committees assess bids, the Procurement Committee approves submissions, the Accounting Officer remains accountable, and the Verification and Acceptance Committee confirms delivery.

3. What is meant by independence of procurement functions?
Answer: Each organ must exercise its statutory mandate without improper direction or interference. Independence does not prevent lawful coordination or the exchange of information required by the process.

4. Why is segregation of duties important in procurement?
Answer: It prevents one person or organ from controlling initiation, evaluation, approval and acceptance. This reduces error, fraud, bias and conflicts of interest.

5. Identify the entities that may constitute a Procuring Entity.
Answer: A PE may include a ministry, department, agency, state, public corporation, parastatal, statutory authority or other government body using public funds.

6. Explain the status of the Accounting Officer within a Procuring Entity.
Answer: The Accounting Officer is the senior-most official responsible for management of public funds within the Procuring Entity. The Accounting Officer remains ultimately accountable for procurement and disposal activities within the Procuring Entity. The Accounting Officer provides institutional leadership and ensures that procurement structures are established and functional.

7. Why does delegation not remove the Accounting Officer’s accountability?
Answer: Delegation assigns performance of specified functions but does not transfer the statutory responsibility of the Accounting Officer for procurement and public funds.

8. Describe the Accounting Officer’s responsibility for establishing procurement structures.
Answer: The Accounting Officer must ensure that the required committees and units are established, properly appointed, resourced and able to perform their legal functions.

9. Explain the Accounting Officer’s role in appointing evaluation and acceptance bodies.
Answer: The Accounting Officer approves Evaluation Committee members recommended by the Procurement Unit and appoints the Verification and Acceptance Committee.

10. How should an Accounting Officer respond to evidence that a procurement organ is not functioning independently?

Answer: The Accounting Officer should stop improper influence, preserve the affected organ's mandate, document corrective action and ensure compliance without taking over functions assigned to another organ.

11. Describe the composition and principal purpose of the Procurement Committee.

Answer: Every Procuring Entity must establish a Procurement Committee under the PPDA framework. The Procurement Committee is a five-member approval body. The Procurement Committee reviews and approves procurement submissions placed before it.

12. Why must the Procurement Committee not conduct bid evaluation?

Answer: Evaluation requires an appointed expert committee to apply disclosed criteria. The Procurement Committee provides an approval and control function and should not replace the evaluators.

13. What should the Procurement Committee examine before approving an evaluation recommendation?

Answer: It should consider whether the process followed applicable legal requirements and the bidding document, whether the report is complete and reasoned, and whether conflicts and approvals were properly managed.

14. How should the Procurement Committee manage conflicts of interest?

Answer: Members should disclose interests, affected members should not participate, and the disclosure and action taken should be recorded in the committee proceedings.

15. Why are Procurement Committee minutes important?

Answer: Minutes establish attendance, declarations, matters considered, decisions, reasons and any dissent. They form part of the official procurement audit trail.

16. Explain why the Procurement Unit reports directly to the Accounting Officer.

Answer: The Procurement Unit reports directly to the Accounting Officer. The Procurement Unit manages and coordinates procurement and disposal activities professionally. The Procurement Unit supports the Procurement Committee and coordinates User Departments.

17. List the Procurement Unit's principal operational functions.

Answer: It coordinates procurement, supports the Procurement Committee, prepares documents, manages bidding processes, maintains records, submits reports and advises User Departments on compliance.

18. How does the Procurement Unit support rather than replace User Departments?

Answer: It manages procurement procedure and provides professional advice, while User Departments retain responsibility for identifying needs, technical requirements and contract performance in their functional areas.

19. What qualifications and institutional arrangements strengthen the Procurement Unit?

Answer: It should be led by a qualified procurement professional and staffed by PPDAA-assigned procurement officers with sufficient independence, competence and resources.

20. **Explain the Procurement Unit's responsibility for procurement records.**
Answer: The Unit should assemble and maintain complete files covering planning, solicitation, evaluation, approvals, award and contract administration, and make required reports.

21. **Why is a User Department described as the technical anchor of procurement?**
Answer: A User Department is an existing technical or administrative department rather than a procurement committee. The User Department initiates and defines its procurement needs. The User Department prepares technical requirements and specifications for what it needs.

22. **What information should a User Department provide when initiating procurement?**
Answer: It should define the need, intended results, technical requirements, quantities, timing, budget linkage and staff responsible for supporting the process and contract.

23. **How may User Department staff participate in evaluation without compromising fairness?**
Answer: Technically qualified staff may be appointed to an Evaluation Committee, but must apply disclosed criteria, protect confidentiality, disclose conflicts and act as committee members rather than advocates.

24. **Describe the User Department's role during contract implementation.**
Answer: It monitors whether goods, works or services meet operational needs, supports the contract manager, reports performance problems and participates in verification and acceptance.

25. **Distinguish a User Department from the Procurement Unit.**
Answer: The User Department owns the operational need and technical content. The Procurement Unit manages and coordinates the procurement procedure and compliance requirements.

26. **Explain the ad hoc nature of an Evaluation Committee.**
Answer: An Evaluation Committee is established on an ad hoc basis for each procurement or disposal process. An Evaluation Committee must have at least three members. Evaluation Committee members require relevant technical expertise, seniority and experience.

27. **Why must an Evaluation Committee have relevant expertise?**
Answer: Members must understand the subject matter and evaluation requirements so they can assess evidence objectively and produce defensible recommendations.

28. **When may external experts be appointed to an Evaluation Committee?**
Answer: They may be used where required skills are unavailable internally or internal candidates have conflicts, subject to proper approval and ethical safeguards.

29. **What is the Evaluation Committee's principal output?**
Answer: Its principal output is a complete, evidence-based evaluation report applying the relevant legal requirements and disclosed bidding document and recommending the appropriate result.

30. **Why must Evaluation Committee members sign the Code of Ethical Conduct?**
Answer: The commitment reinforces confidentiality, impartiality, disclosure of interests, independence and accountability during evaluation.

31. **Explain the purpose of the Verification and Acceptance Committee.**
Answer: The Verification and Acceptance Committee verifies quantity, quality, timeliness and supporting documentation before acceptance. Membership of the Verification and Acceptance

Committee is drawn from relevant User Departments. The Verification and Acceptance Committee works in consultation with the contract manager.

32. What should be verified before goods or services are accepted?

Answer: The Committee should verify identity, quantity, quality, specifications, condition, timeliness, supporting documents and any tests or contractual requirements.

33. Why must relevant User Departments participate in verification and acceptance?

Answer: They possess technical and operational knowledge and will use the deliverables, enabling them to judge conformity and fitness for the intended need.

34. How does the Committee work with the contract manager?

Answer: It consults the contract manager on contractual requirements, delivery records, variations, defects and performance, while recording its independent verification findings.

35. What risk arises if payment is processed before verification and acceptance?

Answer: The PE may pay for missing, defective, late or non-compliant delivery, weakening supplier accountability and causing public loss.

36. When is a Negotiation Committee required?

Answer: A Negotiation Committee must be constituted before negotiations are conducted where negotiation is legally permitted. Negotiations must remain within the limits permitted by law and the procurement process. A Negotiation Committee helps protect the Procuring Entity from unauthorised commitments.

37. What limits apply to procurement negotiations?

Answer: Negotiations must be legally permitted, conducted by the appointed committee, remain within authorised subjects and avoid changing the competition unfairly or creating unauthorised commitments.

38. How can negotiations improve procurement outcomes?

Answer: Proper negotiations may clarify obligations, resolve permitted issues, improve contract clarity and protect value for money without undermining fairness.

39. Explain the Legal Department's status in the procurement structure.

Answer: A Legal Department is not a mandatory statutory procurement organ. Legal support is nevertheless good practice because procurement decisions and contracts carry legal obligations and review risks. Legal advice can strengthen enforceability, compliance and defensibility.

40. Give examples of useful legal support in procurement.

Answer: Legal officers may review contractual terms, statutory compliance, proposed remedies, disputes, variations and enforceability while respecting the mandates of procurement organs.

41. Explain the Internal Audit Unit's status and role.

Answer: Internal Audit is not a statutory procurement organ. It provides independent assurance on compliance and the effectiveness of internal controls, supports accountability and does not replace management ownership of procurement controls.

42. Why must Internal Audit remain independent of procurement operations?

Answer: It cannot provide objective assurance if it makes or manages the decisions it later audits. Management retains responsibility for controls.

43. State the formal requirements for a valid delegation.

Answer: Delegation must be authorised, made in writing and state its scope, limits and duration. Delegation may improve efficiency, timeliness and workload management. Delegation does not transfer the Accounting Officer's ultimate accountability.

44. What functions should not be weakened through delegation?

Answer: Delegation must not remove accountability, compromise segregation of duties, undermine institutional independence or circumvent statutory responsibilities and approvals.

45. Explain how a PE should manage disagreement between its procurement organs.

Answer: Internal procurement structures may disagree over technical assessments, compliance, timelines or approval decisions. Disagreements should be documented and resolved professionally without compromising each organ's independence. The appropriate resolution should reflect the issue and the authority of each organ rather than a single rigid procedure.

46. Why should disagreements be documented?

Answer: Documentation records the issue, the authority of each organ, evidence considered, resolution and any escalation, protecting independence and accountability.

47. Explain the ethical obligations applying across all procurement structures.

Answer: Ethical and probity obligations apply to every public official involved in procurement. Officials must disclose conflicts and avoid gifts, inducements, collusion and improper influence. Procurement decisions must be fair, transparent, accountable and professionally documented.

48. What should an official do when offered a gift by a bidder?

Answer: The official should refuse it, disclose and record the approach through the prescribed channel, and avoid any participation that creates an actual or perceived conflict.

49. How should a PE respond to suspected collusion or improper influence?

Answer: It should preserve evidence, protect the process, report through authorised oversight or investigative channels and apply lawful corrective and disciplinary measures.

50. Explain why lawful coordination does not violate institutional independence.

Answer: Structures may exchange necessary information and sequence their work, but no organ may dictate or usurp another organ's statutory judgment or approval function.

CHAPTER 4

Procurement Planning

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	Correct rule: The annual procurement plan consolidates approved requirements for the financial year.
2	False	Correct rule: The procurement or selection method must be chosen according to law and the procurement circumstances.
3	False	Correct rule: Needs must arise from the PE mandate, operational plan and service-delivery priorities.
4	True	
5	False	Correct rule: Poor specifications, late approvals and unrealistic schedules are preventable planning risks.
6	False	Correct rule: Plan implementation should be reviewed against budget execution and operational priorities.
7	True	
8	True	
9	False	Correct rule: Planning should identify market, funding, timing, capacity and contract-delivery risks.
10	True	
11	False	Correct rule: A procurement plan is a management and monitoring instrument, not merely a compliance form.
12	False	Correct rule: The Accounting Officer approves the annual procurement plan.
13	True	
14	True	
15	True	
16	False	Correct rule: Approval confirms institutional ownership but does not excuse an unlawful item in the plan.
17	False	Correct rule: The approved plan provides the lawful basis for initiating planned procurements.
18	True	
19	True	
20	False	Correct rule: The plan should state descriptions, quantities, estimated costs, methods, packaging and timing.
21	False	Correct rule: The procurement plan should be reviewed and updated during implementation.
22	True	

No.	Answer	Reason or Correction for False Answers
23	False	Correct rule: Packaging should reflect market capacity, location, timing, risk and contract-management practicality.
24	False	Correct rule: Planning assumptions should be reviewed when market or funding conditions change.
25	False	Correct rule: Open competition is preferred unless a lawful and documented alternative is justified.
26	True	
27	True	
28	False	Correct rule: Processing times must be realistic and consistent with statutory minimum periods.
29	True	
30	True	
31	True	
32	False	Correct rule: Similar requirements should be aggregated where this improves competition and value for money.
33	False	Correct rule: Appropriate lotting can widen access while preserving efficiency and accountability.
34	False	Correct rule: Risk assessment should influence packaging, method selection and scheduling.
35	True	
36	False	Correct rule: A procurement requirement must be linked to an approved budget or confirmed funding.
37	False	Correct rule: A procurement schedule should cover preparation, approvals, invitation, submission, evaluation, award and contract start.
38	False	Correct rule: Procurement should not be initiated outside an approved plan without authorised treatment as an update or unplanned requirement.
39	True	
40	False	Correct rule: The procurement plan should be formally updated when an authorised unplanned requirement is added.
41	False	Correct rule: Aggregation can reduce transaction costs and avoid repetitive procurement.
42	True	
43	True	
44	False	Correct rule: An approved plan should be communicated to officers responsible for implementation.
45	False	Correct rule: Cost estimates should be realistic, current and supported by market information.
46	False	Correct rule: Aggregation must not create an unjustified barrier to SMEs or local suppliers.
47	True	

No.	Answer	Reason or Correction for False Answers
48	True	
49	True	
50	False	Correct rule: Routine foreseeable needs should not be misclassified as emergencies or unplanned requirements.
51	True	
52	False	Correct rule: The circumstances giving rise to an emergency must be genuine and documented.
53	False	Correct rule: Repeated delays should inform future planning and institutional improvement.
54	True	
55	False	Correct rule: Emergency action remains subject to records, approvals and accountability.
56	False	Correct rule: Existing stocks, contracts and available assets should be checked before proposing a new procurement.
57	False	Correct rule: User Departments identify needs and prepare departmental procurement work plans.
58	True	
59	False	Correct rule: Procurement planning translates approved institutional needs into organised procurement actions.
60	False	Correct rule: Responsible officers should be identified for key planning and procurement milestones.
61	False	Correct rule: The procurement plan and budget must be prepared and reviewed in a coordinated manner.
62	True	
63	False	Correct rule: The method and scope of an emergency procurement must be proportionate to the immediate need.
64	True	
65	False	Correct rule: The Procurement Committee considers matters placed before it within its approval mandate.
66	False	Correct rule: An approved budget does not displace applicable procurement rules or official planning guidance.
67	False	Correct rule: The selected method must be stated in the procurement plan.
68	True	
69	False	Correct rule: Updates must preserve an audit trail showing the change, justification and approval.
70	False	Correct rule: An unplanned requirement must be justified, funded and approved before procurement proceeds.
71	True	
72	False	Correct rule: Emergency procurement is an exceptional response to an urgent situation, not a substitute for poor planning.

No.	Answer	Reason or Correction for False Answers
73	False	Correct rule: Every Procuring Entity must prepare an annual procurement plan.
74	True	
75	False	Correct rule: Packaging determines how requirements are organised into contracts and lots.
76	False	Correct rule: A PE must not create contractual commitments without establishing availability of funds.
77	True	
78	False	Correct rule: Procurement risks should be recorded before solicitation begins.
79	True	
80	False	Correct rule: Artificial splitting to avoid thresholds, competition or approvals is prohibited.
81	False	Correct rule: Quantities and delivery timing should be supported by realistic consumption or workload information.
82	True	
83	False	Correct rule: Competition and value for money should be preserved to the extent practicable during an emergency.
84	False	Correct rule: A need should be defined by its required outcome rather than a preferred brand.
85	False	Correct rule: Planning should begin early enough to support the budget and operational cycle.
86	True	
87	True	
88	False	Correct rule: The Procurement Unit coordinates, reviews, consolidates and schedules requirements.
89	False	Correct rule: The Procurement Unit should monitor progress against the approved plan.
90	False	Correct rule: Risk mitigation measures should be assigned to responsible officers and monitored.
91	True	
92	False	Correct rule: Scheduling should work backwards from the date the goods, works or services are required.
93	True	
94	False	Correct rule: Good planning improves predictability, competition, value for money and timely service delivery.
95	True	
96	False	Correct rule: User Departments must provide timely technical inputs to keep planned procurements on schedule.
97	False	Correct rule: Monitoring should compare planned and actual dates, methods, costs and results.

No.	Answer	Reason or Correction for False Answers
98	True	
99	False	Correct rule: Delays should be identified, explained and addressed through corrective action.
100	True	

B Model Answers to Explanatory Questions

1. Why should procurement planning begin with the Procuring Entity's mandate and approved operational priorities?

Answer: Planning must serve authorised programmes and service-delivery results. Linking each requirement to the mandate and work plan prevents irrelevant purchases and provides a basis for prioritisation and budget allocation.

2. Explain why an annual procurement plan is a management tool rather than merely a statutory form.

Answer: It coordinates needs, budgets, methods, responsibilities and timelines; supports monitoring and corrective action; and gives management a forward view of the procurements required to deliver institutional objectives.

3. How should a User Department establish and document a genuine procurement need?

Answer: It should identify the operational problem or required outcome, review stocks and existing contracts, analyse usage and beneficiaries, specify timing and quantity, estimate cost and link the request to its approved work plan and budget.

4. A department requests new equipment while similar equipment remains unused in storage. What should happen?

Answer: The PE should verify the available assets, their condition and possible redistribution before approving a purchase. Only the residual justified requirement should enter the procurement plan.

5. Distinguish a need from a proposed technical solution during early planning.

Answer: The need states the operational result or problem to be addressed. The technical solution is one possible way of satisfying it and should be selected only after considering alternatives, market capability, cost and risk.

6. Why must quantities in a procurement plan be supported by evidence?

Answer: Evidence from consumption, workload, stock levels, beneficiaries and forecasts reduces overstatement, shortages, waste and distorted budgets, and produces requirements that suppliers can price realistically.

7. Explain the relationship among the departmental work plan, the annual procurement plan and the approved budget.

Answer: The work plan generates operational requirements; the procurement plan consolidates and schedules how they will be obtained; and the budget confirms affordability. The three instruments should be prepared and revised together.

8. What should the Procurement Unit check before consolidating a departmental requirement?

Answer: It should check justification, clarity, quantities, estimated value, budget linkage, timing, aggregation opportunities, category and method, market conditions, risks and the department's readiness to provide technical inputs.

9. Why is confirmation of funding required before procurement proceeds?

Answer: It prevents unfunded commitments, cancellation, delayed payment and loss of market confidence. Confirmation also shows that the planned requirement remains affordable within the approved budget.

10. A planned procurement loses half of its budget allocation. How should the PE respond?

Answer: The PE should reassess priority, scope, quantity and timing; avoid initiating an unaffordable process; obtain authorised budget and plan revisions; and document the decision and its service-delivery implications.

11. Describe a reliable method for preparing a pre-procurement cost estimate.

Answer: Define quantities and specifications, obtain current market and historical data, include taxes, freight and related costs, adjust for location and timing, document sources and assumptions, and have the estimate reviewed independently where risk warrants.

12. How can an unrealistic estimate distort method selection and competition?

Answer: An understated estimate may select an inappropriate threshold or deter capable firms, while an overstated estimate may waste funds or encourage excessive prices. Either may cause failed bidding or unaffordable award.

13. Explain when aggregation of requirements is beneficial.

Answer: Aggregation is beneficial where similar needs can be combined to improve prices, standardisation and transaction efficiency without creating an excessively large contract, delivery problem or unjustified barrier to smaller suppliers.

14. Several departments need the same supplies at different dates. How should aggregation be analysed?

Answer: The PE should consolidate credible quantities, compare delivery schedules and storage capacity, consider framework or phased delivery arrangements, test market capacity and retain lots where they improve access and manageability.

15. Why is artificial splitting of a procurement prohibited?

Answer: It can evade thresholds, competition, review and approval requirements, conceal the true value of the requirement and reduce value for money. Related needs should be valued and planned on their proper aggregate basis.

16. Distinguish legitimate lotting from artificial splitting.

Answer: Lotting deliberately structures one procurement into disclosed packages to improve competition, delivery or specialist participation. Artificial splitting fragments a requirement to avoid the method or authority applicable to its total value.

17. **What factors should guide the packaging of goods, works or services?**
   Answer: Consider market structure, technical interfaces, geography, delivery timing, supplier capacity, SME participation, economies of scale, risk allocation and the PE’s ability to administer multiple contracts.

18. **How can packaging promote participation by local firms without sacrificing value for money?**
   Answer: Use appropriately sized and coherent lots, proportionate qualification criteria and realistic schedules while maintaining clear specifications, competition, evaluation discipline and contract accountability.

19. **Prepare a decision test for selecting a procurement method during planning.**
   Answer: Confirm category, aggregate estimated value, applicable thresholds, market competition, complexity, urgency, available time and conditions for any exceptional method; then record the justification and required approval.

20. **Why is open competition the default planning assumption?**
   Answer: It provides broad market access, transparent price and quality comparison and stronger assurance of value. A restricted or direct method needs lawful circumstances and documented justification.

21. **What information about the procurement method should appear in the annual plan?**
   Answer: The plan should identify the proposed method and relevant selection approach, estimated value, packaging or lots, timing and approval responsibility so that implementation and departures can be monitored.

22. **Explain how backward scheduling improves procurement planning.**
   Answer: Starting from the date the output is required, it allocates realistic time for requirements, approvals, solicitation, submission, evaluation, standstill, award, mobilisation and delivery, exposing deadlines that cannot be met.

23. **A delivery date is fixed but the plan omits evaluation and approval time. What risk arises?**
   Answer: The process may be rushed, statutory periods curtailed, competition weakened or delivery missed. The schedule should be rebuilt to include every mandatory stage and decision point.

24. **What should be assigned to each major milestone in a procurement schedule?**
   Answer: Assign a responsible officer or organ, planned start and finish dates, required inputs, approval dependency, expected output and an escalation route for delay.

25. **How should dependencies between related procurements be reflected?**
   Answer: Identify which output must precede another, align specifications and award dates, provide buffers for approvals or delivery and assign an owner to monitor the interfaces.

26. **Describe the Accounting Officer’s responsibility for procurement planning.**
   Answer: The Accounting Officer ensures coordinated preparation, budget alignment, lawful approval, communication, resourcing and monitoring of the plan and remains accountable for authorised changes and implementation.

27. Describe the Procurement Unit's responsibility for procurement planning.

Answer: The Unit guides departments, reviews and consolidates requirements, proposes methods and schedules, checks compliance, prepares the institutional plan, monitors progress and reports variances.

28. Describe the User Department's responsibility for procurement planning.

Answer: It identifies and justifies needs, prepares accurate requirements and estimates, links them to its work programme and budget, provides technical inputs and monitors whether planned procurements meet operational needs.

29. How should management resolve competing departmental priorities when funds are insufficient?

Answer: Use transparent criteria tied to legal mandates, service impact, urgency, readiness, risk and available funds; record decisions; revise the plan and budget; and communicate deferrals to affected departments.

30. Why should the approved plan be communicated beyond the Procurement Unit?

Answer: User Departments, finance, approvers and contract managers must know their tasks and deadlines. Shared visibility improves readiness, funding control, accountability and timely escalation.

31. Distinguish an emergency procurement from an unplanned procurement.

Answer: An emergency responds proportionately to genuine urgent circumstances where delay would cause serious harm. An unplanned item is simply absent from the plan and still requires justification, funding, approval and formal plan revision.

32. A foreseeable annual requirement is described as an emergency after officers failed to plan it. Analyse the claim.

Answer: Poor planning does not create a genuine emergency. The PE should process the requirement through the lawful method or authorised unplanned procedure and address the planning failure.

33. What evidence should support a decision to use emergency procurement?

Answer: Record the event, urgency, consequences of delay, immediate scope, funding, method justification, alternatives considered, approvals, competition achieved where practicable and the resulting commitment.

34. Why must the scope of emergency procurement be limited?

Answer: The exception should cover only the immediate need caused by the emergency. Adding routine or long-term requirements can evade competition and should be handled through normal planning.

35. How should an authorised unplanned procurement be incorporated into the annual plan?

Answer: Confirm need and funding, obtain the prescribed approval, formally amend the plan, revise schedules and totals, record the reason and version, and communicate the change to responsible officers.

36. What controls prevent frequent unplanned procurement from becoming normal practice?

Answer: Monitor frequency and causes, require documented justification and approval, analyse departmental forecasts, hold responsible units accountable and use findings to improve the next planning cycle.

37. Design a monthly procurement-plan monitoring review.

Answer: Compare planned and actual milestones, commitments and methods; identify overdue inputs and approvals; assess funding and risks; assign corrective actions and dates; approve necessary changes; and report material variances to management.

38. Which indicators can show whether a procurement plan is being implemented effectively?

Answer: Indicators include procurements started and completed on time, value committed, competition achieved, cost variance, method changes, delayed procurements, emergency or unplanned items and delivery against operational need.

39. Why should method changes during implementation receive formal approval?

Answer: A method change may alter competition, timing and risk. Formal justification and approval preserve legality, budget control, transparency and a reliable audit trail.

40. How should a PE address a procurement that is repeatedly delayed by late specifications?

Answer: Identify the root cause, set a dated corrective plan, assign User Department responsibility, provide technical support, escalate continued delay and adjust the approved schedule transparently.

41. What is the purpose of maintaining versions of the annual procurement plan?

Answer: Version control shows what changed, why, when and by whose authority, prevents use of obsolete schedules and preserves the audit trail.

42. Explain how market analysis should influence a procurement plan.

Answer: It informs estimates, supplier availability, packaging, qualification requirements, procurement method, advertising reach, lead times and risks without giving an individual supplier an advantage.

43. What safeguards apply when engaging suppliers during planning?

Answer: Use transparent and non-discriminatory market research, seek information from multiple sources, avoid commitments and tailored requirements, protect confidential information and document contacts and findings.

44. Prepare a planning-stage risk register for a high-value procurement.

Answer: Record each risk, cause and consequence, likelihood and impact, existing controls, treatment, owner, deadline, early-warning indicator, contingency and review date.

45. How should risk assessment influence packaging, method and scheduling?

Answer: Higher technical or delivery risk may require specialist lots, stronger competition and qualification, more preparation and evaluation time, early approvals, contingency and closer management.

46. Why must contract-management capacity be considered before approving the procurement plan?

Answer: A PE that cannot supervise multiple or complex contracts risks delay, poor quality and uncontrolled variation. Packaging and timing should match available technical and administrative capacity.

47. How should inflation or major market change be handled after plan approval?

Answer: Update market evidence and estimates, reassess affordability, funding, method and scope, obtain authorised plan and budget changes and avoid relying on obsolete assumptions.

48. Explain how procurement planning contributes to value for money.

Answer: It clarifies needs, enables competition and aggregation, establishes realistic budgets and schedules, selects suitable methods, manages risks and prepares the PE to administer the resulting contract.

49. How can lessons from the current plan improve the next annual planning cycle?

Answer: Analyse delays, cancellations, price variance, competition, emergency use, supplier performance and contract outcomes, then adjust forecasting, estimates, schedules, responsibilities, controls and staff support.

50. Prepare a final readiness test before a planned procurement is initiated.

Answer: Confirm approved and current plan entry, genuine need, complete requirements, realistic estimate, confirmed funds, correct method and thresholds, market readiness, schedule, risk treatment, responsible officers and required initiation approval.

CHAPTER 5

Procurement Process for Goods Works and Non Consultancy Services

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	Correct rule: Specifications should be clear, complete, measurable, neutral and linked to the intended function.
2	False	Correct rule: A scope of supplies should state items, quantities, specifications, delivery, installation, testing and related services.
3	False	Correct rule: Prequalified bidding limits the invitation to bidders that successfully completed the prequalification process.
4	True	
5	True	
6	False	Correct rule: Single-source procurement requires a lawful and documented justification.
7	False	Correct rule: A clarification must not give one bidder undisclosed material information.
8	True	
9	True	

No.	Answer	Reason or Correction for False Answers
10	False	Correct rule: Financial evaluation corrects arithmetic errors and applies stated adjustments and preferences.
11	False	Correct rule: The bidding document must receive the required approval before issue.
12	True	
13	False	Correct rule: Postqualification verifies that the lowest evaluated bidder actually possesses the required capacity.
14	False	Correct rule: The Procurement Unit prepares the bidding document with technical input from the User Department.
15	False	Correct rule: An invitation to bid should identify the PE, requirement, eligibility, access to documents, submission deadline and opening arrangements.
16	True	
17	False	Correct rule: Bid opening records the bids received and the information authorised for announcement.
18	False	Correct rule: Evaluation must use only the criteria and methodology disclosed in the bidding document.
19	True	
20	False	Correct rule: All bidders must receive the same authorised clarifications and amendments.
21	True	
22	False	Correct rule: Selective bidding limits participation to appropriately selected or prequalified bidders under authorised conditions.
23	False	Correct rule: Advertising should provide adequate market access and sufficient response time.
24	True	
25	False	Correct rule: Cancellation before opening requires lawful grounds, approval and documentation.
26	False	Correct rule: Required tests, inspections and applicable national or international standards should be stated in the bidding document.
27	True	
28	False	Correct rule: Different procurement categories require suitable requirements, documents, evaluation approaches and contract conditions.
29	False	Correct rule: Specifications should be reviewed before solicitation and updated when justified.
30	True	
31	False	Correct rule: The estimate should include taxes, transport, insurance, installation, contingencies and other relevant cost components.
32	False	Correct rule: The Evaluation Committee must act independently, maintain confidentiality and declare conflicts.
33	False	Correct rule: The bidding document should contain instructions, qualification requirements, evaluation criteria, specifications, forms and contract conditions.

No.	Answer	Reason or Correction for False Answers
34	True	
35	False	Correct rule: Specifications should promote competition and avoid unjustified brand-specific requirements.
36	True	
37	False	Correct rule: Bidders should be notified of cancellation in accordance with the applicable procedure.
38	False	Correct rule: Eligibility concerns whether a bidder is legally permitted to participate.
39	False	Correct rule: A PE must not cancel merely to avoid awarding to an otherwise successful bidder.
40	True	
41	False	Correct rule: The procurement process begins with an approved need and continues through requirements, method selection, solicitation, evaluation, award and contract administration.
42	True	
43	False	Correct rule: Open competitive bidding is the preferred method where conditions permit.
44	True	
45	False	Correct rule: A bidder may be ineligible because of a legal prohibition, debarment, conflict or other ground established by the framework.
46	True	
47	True	
48	False	Correct rule: All applications received on time must be evaluated consistently.
49	False	Correct rule: Prequalification identifies capable bidders before invitation to submit bids for the contract.
50	True	
51	False	Correct rule: A bidder may request clarification within the stated procedure and time.
52	False	Correct rule: A scope of works should describe the works, location, drawings, technical requirements, completion period and responsibilities.
53	True	
54	True	
55	False	Correct rule: The deadline should be extended where an amendment requires bidders to revise their submissions.
56	True	
57	True	
58	True	
59	False	Correct rule: Open bidding allows all eligible bidders to obtain documents and submit bids.

No.	Answer	Reason or Correction for False Answers
60	True	
61	True	
62	False	Correct rule: Material amendments should be issued formally to all bidders that obtained the document.
63	True	
64	False	Correct rule: Only applicants meeting the stated requirements should be invited at the subsequent restricted stage.
65	False	Correct rule: The estimate supports budgeting, method selection, evaluation of price reasonableness and detection of abnormal bids.
66	True	
67	True	
68	False	Correct rule: Technical evaluation determines conformity with specifications and material requirements.
69	False	Correct rule: The PE should notify applicants of the prequalification result and maintain appropriate records.
70	True	
71	False	Correct rule: Framework agreements may support repeated requirements under defined terms and call-off procedures.
72	True	
73	False	Correct rule: A PE must define what it needs before inviting bids.
74	False	Correct rule: Qualification requirements must be relevant, proportionate and disclosed in advance.
75	True	
76	False	Correct rule: A pre-bid estimate should be prepared before solicitation and supported by current market evidence.
77	False	Correct rule: Bids must be submitted by the specified deadline, place and method.
78	False	Correct rule: Funding must be confirmed before the PE creates a contractual commitment.
79	True	
80	False	Correct rule: Performance specifications describe required results, while technical specifications describe physical or technical characteristics.
81	False	Correct rule: The lowest-priced bid is not necessarily the lowest evaluated responsive bid.
82	False	Correct rule: Request for Quotations is appropriate only within the circumstances and thresholds prescribed by the framework.
83	True	
84	False	Correct rule: Preliminary examination considers eligibility, bid security, signatures and other mandatory requirements.

No.	Answer	Reason or Correction for False Answers
85	False	Correct rule: Bid opening is not the stage for determining responsiveness or awarding the contract.
86	True	
87	False	Correct rule: Qualification assesses capacity, experience, personnel, equipment and financial resources required to perform the contract.
88	True	
89	False	Correct rule: Low-value procurement does not remove the duties of documentation, approval and value for money.
90	True	
91	False	Correct rule: Late bids must be handled according to the disclosed bidding rules, not an officer's personal discretion.
92	False	Correct rule: A scope for non-consultancy services should define outputs, service levels, location, duration and performance standards.
93	False	Correct rule: Prequalification must use disclosed and objective qualification criteria.
94	True	
95	True	
96	False	Correct rule: A PE should use the applicable PPDAA Standard Bidding Document.
97	True	
98	False	Correct rule: The opening record should be signed and retained in the procurement file.
99	False	Correct rule: A PE should investigate an apparently abnormally low bid and seek clarification before making a decision.
100	False	Correct rule: Goods are movable items, works involve construction or related physical activity, and non-consultancy services produce measurable outputs without predominantly intellectual advice.

B Model Answers to Explanatory Questions

1. Explain how procurement of goods, works and non-consultancy services differs at the requirements-definition stage.

Answer: Goods require quantities, specifications, delivery and related services; works require designs, drawings, bills or activity schedules, site information and completion requirements; non-consultancy services require measurable outputs, service levels, locations and performance standards.

2. A User Department submits only the name of the item it wants. What additional work is required before solicitation?

Answer: It should define the operational need, quantity, functional and technical requirements, standards, delivery, installation, testing, warranty and acceptance arrangements, supported by an estimate and funding.

3. Distinguish functional, performance and technical specifications.

Answer: Functional specifications state what the item must do; performance specifications state measurable results or standards; technical specifications describe physical, material or design characteristics. A sound requirement may use an appropriate combination.

4. Why should specifications be neutral and measurable?

Answer: Neutrality protects competition and equal treatment, while measurable requirements allow bidders to price consistently and enable objective evaluation, inspection and acceptance.

5. A specification copies a particular manufacturer's catalogue. How should it be corrected?

Answer: Remove proprietary features not essential to the need, express the requirement through functional or performance outcomes and neutral standards, and permit equivalent solutions where a justified reference is unavoidable.

6. What should a scope of works communicate to bidders?

Answer: It should provide site and background information, drawings and specifications, quantities or activity schedule, responsibilities, programme, quality and safety requirements, tests, completion criteria and contract interfaces.

7. What should a scope for non-consultancy services contain?

Answer: Define outputs and service levels, frequency, location, duration, staffing or equipment where essential, performance indicators, reporting, inspection, remedies and payment basis.

8. Why must testing and inspection requirements appear in the bidding document?

Answer: Bidders need to price and plan them, and the PE needs an objective basis for verification. The document should state standards, procedures, timing, responsible parties, acceptance thresholds and costs.

9. Describe how a PE should prepare and validate its cost estimate.

Answer: Use clear requirements, current market and historical information, quantity and rate analysis, taxes, transport, insurance, installation, contingencies and location factors; document assumptions and obtain appropriate technical review.

10. How does the estimate support evaluation without becoming an undisclosed award criterion?

Answer: It serves as a benchmark for affordability and price reasonableness and may trigger examination of unusual prices. Evaluation must still apply only the criteria and methodology disclosed to bidders.

11. What factors should guide the choice between open bidding and another procurement method?

Answer: Consider aggregate value, thresholds, category, market competition, complexity, urgency and the legal conditions for any exception. Open competition remains preferred unless another method is justified and approved.

12. A manager proposes Request for Quotations for a requirement above the applicable limit. What should the Procurement Unit do?

Answer: It should reject the proposed method, determine the correct method using the total estimated value and thresholds, document the advice and obtain the required approval before proceeding.

13. **When may selective bidding be appropriate?**
    Answer: It may be used where the legal conditions are met, such as specialised or limited markets or following prequalification. The shortlist and invitation must be objective, documented and approved.

14. **What safeguards apply to single-source procurement?**
    Answer: The specific lawful ground, supplier suitability, price reasonableness, scope, funding and approvals must be documented. Negotiation and contract terms should protect value for money, and the exception must not arise from artificial restriction.

15. **Explain how a framework agreement can support recurring requirements.**
    Answer: It establishes terms, prices or pricing mechanisms and call-off procedures for repeated needs over a stated period, reducing repetitive processing while preserving the agreed scope, ceilings, competition and records.

16. **Why must the correct PPDAA Standard Bidding Document be used?**
    Answer: It provides consistent instructions, forms, evaluation provisions and contract conditions aligned with the procurement category and method, reducing omissions and legal inconsistency.

17. **Prepare a quality-control checklist for a bidding document before approval.**
    Answer: Check consistency of instructions, data sheet, specifications, qualification and evaluation criteria, forms, securities, delivery or completion schedule, contract conditions, pricing document, dates, approvals and standard-document provisions.

18. **How should responsibilities be divided when preparing bidding documents?**
    Answer: The User Department provides and validates technical requirements and estimates; the Procurement Unit assembles the standard document and ensures procedural consistency; legal or specialist staff review relevant terms; the competent authority approves issue.

19. **Why must qualification requirements be proportionate to the contract?**
    Answer: Excessive turnover, experience, staffing or equipment requirements exclude capable bidders and weaken competition. Requirements should address the actual capacity and performance risks of the contract.

20. **Distinguish bidder eligibility, qualification and bid responsiveness.**
    Answer: Eligibility concerns legal permission to participate; qualification concerns capacity and resources to perform; responsiveness concerns whether the submitted bid conforms materially to the bidding document.

21. **When is prequalification useful, and what does it achieve?**
    Answer: For complex, high-value or specialised contracts, it screens legal status and capacity before full bids, limiting the later invitation to firms demonstrably able to perform.

22. **What information should an invitation to bid contain?**
    Answer: Identify the PE and requirement, eligibility or qualification, how to obtain documents, clarification arrangements, submission deadline and place, bid security where applicable, and opening details.

23. Why must advertising and response time reflect the procurement's complexity?

Answer: Adequate reach and time allow capable bidders to discover the opportunity, form teams, inspect sites, obtain securities and prepare competitive submissions, strengthening competition and quality.

24. A bidder asks a question that exposes an ambiguity affecting price. How should the PE respond?

Answer: Issue an authorised written clarification to all document recipients without identifying the bidder, amend the document if needed and extend the deadline when bidders require time to revise their bids.

25. Distinguish a clarification from an amendment to the bidding document.

Answer: A clarification explains an existing requirement without changing it. An amendment formally changes the requirement or procedure and becomes part of the bidding document for every bidder.

26. What controls should govern receipt and custody of bids?

Answer: Use the stated submission channel, record date and time, secure bids against access or alteration, maintain chain of custody and separate late or withdrawn bids according to the disclosed procedure.

27. Explain the purpose and limits of bid opening.

Answer: Opening records timely submissions and announces prescribed information transparently. It does not determine responsiveness, correct bids, evaluate qualifications or select the winner.

28. A late bid offers a substantially lower price. Can it be admitted?

Answer: No price advantage can override the deadline. The PE must handle it under the stated late-bid rule and protect equal treatment and the integrity of submission.

29. What should be recorded in bid-opening minutes?

Answer: Record procurement reference, date and time, attendees, bidders, announced prices and discounts, bid securities or other prescribed declarations, withdrawals or modifications, observations and signatures.

30. When may a procurement process be cancelled before award?

Answer: Only for lawful and documented reasons with the required approval, such as changed need, unavailable funding, defective solicitation or absence of acceptable competition. Cancellation cannot be used to favour a bidder or avoid a legitimate result.

31. Design the composition of an Evaluation Committee for specialised works.

Answer: Appoint independent members with procurement knowledge, relevant engineering or technical expertise, financial or quantity expertise and legal input where necessary, all free of conflicts and bound by confidentiality.

32. What is examined during preliminary evaluation?

Answer: Check eligibility, signatures and authority, bid security, completeness of mandatory forms, validity, required documents and other pass or fail requirements stated in the bidding document.

33. How should a minor omission be distinguished from a material deviation?

Answer: Assess whether it changes scope, quality, performance, price, risk or bidder obligations, limits PE rights or would unfairly affect competitive standing. Apply the disclosed rules consistently and document the conclusion.

34. What is the objective of detailed technical evaluation?

Answer: Determine whether the offered goods, works or services materially meet specifications, schedules and performance requirements using only the disclosed criteria and evidence in the bid and permitted clarifications.

35. How should arithmetic errors be handled during financial evaluation?

Answer: Correct them strictly under the method stated in the bidding document, show every adjustment in the evaluation record and obtain any acknowledgement required by the applicable procedure.

36. Why is the lowest submitted price not necessarily the winning bid?

Answer: The bid must first be eligible, responsive and offered by a qualified bidder, and its evaluated price may include corrections, adjustments, preferences and life-cycle or other disclosed factors.

37. A bidder's price is far below the estimate and competing bids. What should the Committee do?

Answer: Identify it as potentially abnormally low, request a detailed explanation of price, resources, methodology and risks, assess whether performance is credible and make a documented decision under the prescribed procedure.

38. Why should an abnormally low bid not be rejected automatically?

Answer: A low price may result from genuine efficiency or innovation. Fairness requires clarification and evidence-based assessment before rejection, while protecting the PE from unsustainable performance.

39. Explain the purpose of postqualification.

Answer: It verifies that the lowest evaluated responsive bidder actually has the current legal, technical, financial, personnel and equipment capacity claimed and required to perform the contract.

40. What should happen if the lowest evaluated bidder fails postqualification?

Answer: Reject it for documented failure of the disclosed requirements and apply the same postqualification procedure to the next lowest evaluated responsive bidder, subject to approval.

41. What should an evaluation report contain?

Answer: It should describe the process, committee and declarations, bids received, preliminary and technical findings, clarifications, financial corrections and adjustments, qualification or postqualification, evaluated ranking and reasoned recommendation.

42. Why may evaluators not introduce a criterion after bid opening?

Answer: Bidders prepared their offers against the disclosed rules. A new criterion denies equal treatment, enables manipulation and makes the evaluation result indefensible.

43. Under what circumstances may negotiations occur after evaluation?

Answer: Only where the law and method permit, with an appointed team, approved objectives and complete record. Negotiations must not alter the essential competition or give the selected bidder an unfair advantage.

44. What is the purpose of the Notice of Intention to Award?

Answer: It informs participating bidders of the proposed result and creates the opportunity to use the prescribed complaint mechanism before the award is finalised.

45. A complaint is received during the standstill period. What should the PE do?

Answer: Suspend final award and signature as required, acknowledge and investigate the complaint, preserve the record, issue a reasoned response and complete any independent review before proceeding.

46. Prepare a pre-signature checklist for a goods contract.

Answer: Confirm approved evaluation and award, expired standstill and resolved complaints, committed funds, valid bid and security, agreed price and delivery, complete contract documents, authorised signatures and contract-management arrangements.

47. Which documents should form the signed contract?

Answer: The signed agreement should incorporate the applicable contract conditions, bidding document, successful bid, specifications, price and delivery schedules, authorised clarifications, award and any permitted negotiation or amendment.

48. Why must contract awards be published and unsuccessful bidders notified?

Answer: Publication and notification support transparency, complaints rights, public oversight, market confidence and monitoring of how public funds are committed.

49. A successful bidder asks to substitute a key offered product before signature. How should the PE respond?

Answer: Assess whether substitution is permitted and genuinely equivalent without changing the evaluated offer or competitive outcome. A material post-evaluation change should be rejected and handled under the applicable award rules.

50. Prepare an end-to-end control sequence from an approved need to contract signature.

Answer: Confirm requirements, estimate and funds; select and approve the method; prepare and approve standard documents; advertise and clarify; receive and open bids; evaluate and postqualify; approve and notify the intended award; resolve complaints; commit funds; finalise, vet and sign the contract.

CHAPTER 6

Management of Contracts for Goods Works and Non Consultancy Services

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	Provider negligence, poor planning, avoidable delay and inadequate resources are not acceptable grounds for excusing delay.
2	False	The PE must verify that the security is authentic and complies with the required form, issuer, amount, validity and conditions.
3	True	
4	False	A Contract Manager may identify and justify a change, but any price-affecting amendment requires budget confirmation and approval by the authorised authority before implementation.
5	False	Payment requires the contractual supporting evidence, which may include delivery records, measurements, inspection and acceptance reports, certificates and approvals.
6	True	
7	True	
8	False	Payment should follow completed inspection and acceptance supported by the required documents.
9	False	It is exceptional and justified where work cannot be defined adequately in advance; it requires strict cost verification and monitoring.
10	False	Normally only the contractual first portion, commonly 50 percent, is released; the balance remains until the DLP ends or an acceptable retention security is provided.
11	True	
12	False	Contract management responsibilities are shared. The Accounting Officer remains accountable, the User Department manages operational performance, and the Procurement Unit provides procedural coordination and compliance support.
13	False	Unrealistic prices can create performance failure and claims. Estimates and agreed prices should reflect the scope, conditions and foreseeable risks.
14	False	The PE should assess its position objectively and take corrective action where its own breach contributed to the dispute.
15	True	
16	False	Incomplete, defective or non-compliant work should be excluded until it satisfies the contractual requirements.
17	False	A call must satisfy the instrument and contractual conditions and be supported by the required documentation and authorised decision.
18	True	

No.	Answer	Reason or Correction for False Answers
19	False	Payment is based on verified actual quantities or time at the agreed rates; the final amount may therefore differ from the estimate.
20	False	An EoT changes the completion period. Any cost entitlement must be assessed separately under the contract and supported by evidence and approval.
21	False	Records should be made and maintained as events occur. Retrospective reconstruction is unreliable and weakens the audit trail and dispute position.
22	True	
23	False	The CMP must be fit for purpose and proportionate to value, risk, complexity, duration and scope.
24	False	Instructions affecting scope, price or time must be properly authorised and documented; verbal directions should not create uncontrolled commitments.
25	True	
26	False	Adjudication decisions are often temporarily binding and may be referred to the next contractual stage for final determination.
27	False	Variations must remain lawful and must not circumvent competition or fundamentally change the nature of the original contract.
28	True	
29	True	
30	False	Pre-final inspection identifies outstanding work and produces a snag list; final inspection verifies rectification and readiness for completion or acceptance.
31	False	Affected staff, the provider and supervisors should receive the approved change promptly, acknowledge it where appropriate and use updated documents.
32	False	The guarantee must remain valid for the outstanding advance and may be reduced progressively as recovery occurs.
33	True	
34	False	The PE should review the contract and evidence, assess its position and follow the agreed step-wise dispute procedure, using court as a last resort.
35	True	
36	False	Cooperation supports delivery but does not replace contractual notices, approvals, records and authority limits.
37	False	It should be returned only after the obligations it secures have been fully discharged, including applicable defect correction.
38	True	
39	False	Performance must be monitored continuously and reviewed periodically or at milestones so problems can be corrected early.
40	False	The PE should identify the cause and impact, communicate corrective action, assign responsibility and follow up to resolution.
41	True	
42	False	Non-conforming goods must be rejected or dealt with through an authorised contractual remedy, with defects documented and the supplier notified.

No.	Answer	Reason or Correction for False Answers
43	True	
44	False	An approved extension must be formalised through a signed contract amendment and recorded in the contract file.
45	False	A valid amendment must follow approval requirements and be signed by authorised representatives of both contracting parties.
46	True	
47	True	
48	False	Where an advance payment guarantee is required, it must be valid and acceptable before the advance is released.
49	True	
50	False	The normal ceiling is 25 percent; any exception requires the special approval or donor-financing basis permitted by the applicable rules.
51	True	
52	False	The Verification and Acceptance Committee determines acceptance or rejection on behalf of the PE using contractual requirements and inspection evidence.
53	False	Relevant parts should be shared and reviewed with the provider and implementation teams so responsibilities, reporting and risks are understood.
54	True	
55	False	A call must be made within validity and in accordance with the instrument; expiry must therefore be monitored proactively.
56	False	The PE must pay on time. Delay may attract contractual interest, compensation events, time consequences or claims.
57	True	
58	False	Potential claims require prompt notice, assessment, instructions, records and decisions before costs and disruption accumulate.
59	False	Bidders should receive adequate known information so risks are priced fairly; withholding material information can generate claims and disputes.
60	True	
61	False	A mediator facilitates voluntary agreement and does not impose a decision.
62	False	Milestones and deliverables should be clear and measurable so progress, acceptance and payment can be verified objectively.
63	False	A competent Contract Manager is required for every contract, with the intensity of management proportionate to the contract.
64	True	
65	False	Substantial completion means the works are sufficiently complete and operational, although minor items may remain for correction during the DLP.
66	False	Final completion requires satisfactory correction of defects, completion of obligations and the necessary final inspection and close-out evidence.
67	True	
68	True	

No.	Answer	Reason or Correction for False Answers
69	False	No change should be implemented or communicated as authorised until the required written approvals and budget confirmation are obtained.
70	True	
71	False	It normally begins upon substantial or practical completion as specified in the contract.
72	True	
73	False	Procurement accountability continues after award. Implementation must follow the contract, the PPDA framework, approvals, records and financial controls.
74	True	
75	True	
76	True	
77	False	The supervising personnel and PE must verify measurements, quality and eligibility independently and document discrepancies.
78	True	
79	True	
80	True	
81	False	Retention must follow the percentage and conditions stated in the contract.
82	False	Risk allocation depends on the contract terms. A lump sum transfers significant cost risk for defined outputs but does not override risks and obligations assigned to the PE.
83	True	
84	False	The original instrument must be submitted, verified, registered and held securely by the PE.
85	True	
86	False	The security register and expiry monitoring remain essential; custody does not replace lifecycle management.
87	True	
88	False	The Contract Manager prepares the technical and contractual justification, but approval must come from the authorised authority under the applicable controls.
89	False	The Contract Manager must also track the PE's obligations, since late access, approvals, information or payments can cause delay and claims.
90	True	
91	False	Closure also requires final acceptance, defect correction, completion certificates, settlement of obligations, securities action, handover and a complete closed file.
92	True	
93	False	The contractor must correct defects attributable to its work at no cost to the PE, subject to the contract.
94	True	

No.	Answer	Reason or Correction for False Answers
95	False	The PE must determine and approve the contract type before solicitation and disclose it in the bidding document.
96	False	The percentage and its basis must be disclosed and controlled because an inflated underlying value may improperly increase the provider's fee.
97	True	
98	False	Any settlement must be written, authorised and supported by the required internal approvals before it changes key contract terms.
99	False	Receiving records arrival and documents; formal acceptance follows inspection and a committee decision on conformity.
100	False	Conciliation is more proactive than mediation; the conciliator may evaluate positions and recommend solutions, though they are not binding unless accepted.

B Model Answers to Explanatory Questions

1. Explain why contract management is the stage that converts a procurement award into actual value for money.

Answer: Award identifies the provider, but value is obtained only when the PE controls delivery, time, cost, quality, risks, payment and acceptance. Active administration ensures that the contracted outputs are actually received and usable.

2. Describe the relationship among time, cost and performance during contract implementation.

Answer: Delay can increase supervision and provider costs; cost reductions can weaken quality; performance failures can cause rework and delay. The Contract Manager must therefore monitor the three dimensions together and assess the combined effect of any change.

3. What records should form the contract-management audit trail?

Answer: The file should include the signed contract, securities, implementation plans, correspondence, instructions, meeting minutes, progress and inspection reports, measurements, certificates, invoices, approvals, variations, claims, acceptance records, payments and closure documents.

4. Distinguish a lump-sum contract from a measured contract.

Answer: A lump-sum contract pays an agreed total for defined outputs and places significant cost-overrun risk on the provider. A measured contract pays verified actual quantities or time at agreed rates, so the final amount may vary and requires closer measurement.

5. When may a cost-reimbursable or target-price contract be appropriate, and what control does it require?

Answer: It may be justified where the scope cannot be defined reliably in advance, such as exceptional repairs or emergency work. The PE must verify allowable costs, monitor efficiency, control the fee and manage its greater cost exposure.

6. Explain the respective roles of the Accounting Officer, User Department and Procurement Unit in contract management.

Answer: The Accounting Officer remains accountable and ensures performance and corrective action. The User Department manages operational delivery and confirms conformity. The Procurement Unit coordinates procedures, records, compliance and reporting without replacing technical ownership.

7. Why must the Contract Manager's authority and reporting lines be defined?

Answer: Clear limits determine which instructions and decisions are valid, prevent unauthorised commitments and show when matters must be escalated for approval. Reporting lines keep the Accounting Officer, Procurement Unit and technical officers informed.

8. Identify the Contract Manager's principal responsibilities.

Answer: They include monitoring performance; controlling time, cost and quality; ensuring required submissions; tracking PE obligations; verifying deliverables and payments; preparing justified changes; managing acceptance, handover, securities, records, breach and closure.

9. What is the purpose of a Contract Management Plan?

Answer: The CMP translates contract terms into a practical management framework showing roles, activities, milestones, controls, reports, risks, communications, payments, performance measures and closure arrangements.

10. How should the level of detail in a Contract Management Plan be determined?

Answer: It should be proportionate to scope, value, risk, complexity and duration. A routine supply may need a concise plan, while a complex works project requires detailed governance, schedules, interfaces, risk controls and reporting.

11. Explain how milestones and key performance indicators should be used.

Answer: Milestones identify important dates and outputs, while KPIs define measurable standards for time, cost, quality, safety or service. Each KPI should have a target, measurement method, frequency and responsible verifier.

12. Describe the documentation required before processing a provider's payment.

Answer: The PE should require the invoice and the evidence specified in the contract, such as delivery notes, measurements, inspection or acceptance reports, certificates, approvals, warranties and confirmation of deductions or adjustments.

13. What safeguards apply to an advance payment?

Answer: The advance must be authorised by the contract, normally remain within the prescribed ceiling, be supported by a valid unconditional guarantee for the full outstanding amount, be used for its intended purpose and be recovered through subsequent payments.

14. Explain the purpose and management of retention money.

Answer: Retention protects the PE against incomplete work and defects. It is deducted at the contractual rate, partly released at practical or substantial completion, and the balance released after the DLP or against an acceptable retention security where permitted.

15. **Outline the procedure for initiating and approving a contract variation.**
    Answer: The need is documented; technical, scope, price, time and risk effects are assessed; budget is confirmed; the Contract Manager prepares justification; authorised approvals are obtained; both parties sign the amendment; and affected plans and records are updated.

16. **Why must a variation not fundamentally change the original procurement?**
    Answer: A fundamental change may avoid competition and provide an unfair post-award opportunity. Variations must remain within the lawful contract framework and cannot be used to procure a substantially different requirement.

17. **Under what circumstances may an extension of time be justified?**
    Answer: Valid grounds may include force majeure, severe weather, unforeseen site conditions, PE-caused delay, delayed approvals or authorised variations. The cause must be outside the provider's avoidable control and supported by evidence.

18. **How should an extension-of-time request be assessed?**
    Answer: The Contract Manager should check notice and contractual entitlement, verify facts and records, analyse the critical schedule and cost implications, distinguish excusable from provider-caused delay and prepare a recommendation for authorised approval.

19. **Does an extension of time automatically change the contract price? Explain.**
    Answer: No. Time entitlement and money entitlement are separate. Any additional payment must have a contractual and factual basis, be assessed independently and receive the required approval and budget confirmation.

20. **Design a practical performance-review process for a twelve-month service contract.**
    Answer: Set monthly KPIs and reports, hold scheduled review meetings, verify outputs and service levels, record failures and user feedback, agree corrective actions with deadlines, escalate repeated failure, apply contractual remedies and maintain a performance record.

21. **How should a contract-management issue be recorded and resolved?**
    Answer: Record the issue, cause, evidence and likely effect; assess it technically and contractually; notify relevant parties; decide authorised corrective action; assign responsibility and deadline; monitor completion; and retain the full record.

22. **Explain how approved changes should be communicated and controlled.**
    Answer: Issue formal notice and the signed amendment to the provider and affected staff, update specifications, schedules, budgets and KPIs, obtain acknowledgment where appropriate, control document versions and retain all communications in the contract file.

23. **Describe the roles involved in receipt, inspection and acceptance of goods.**
    Answer: The receiving officer records arrival and documents. The Procurement Unit coordinates and verifies delivery records. Technical and User Department representatives inspect through the Verification and Acceptance Committee, which decides acceptance or rejection. The Accounting Officer oversees compliance and payment.

24. **What should be checked when goods are delivered?**
    Answer: Check the supplier, purchase order, delivery note, packing list, identity, quantity, condition, specifications, certificates, origin or conformity requirements, delivery time and any installation, testing or warranty obligations.

25. **What action should be taken when delivered goods do not conform to the contract?**
    Answer: Document the discrepancy, isolate or safeguard the goods, reject them or apply another authorised remedy, notify the supplier promptly, require replacement, repair or correction, and withhold acceptance and payment as appropriate.

26. **What documents should support payment for accepted goods?**
    Answer: Normally the supplier's invoice, purchase order, delivery note, inspection and acceptance report, relevant certificates or warranties, and any other contractual approval or financial-control document.

27. **Explain the inspection and certification process for an Interim Payment Certificate.**
    Answer: The contractor submits the claim with progress information and measurements. The supervising team inspects the site, verifies quantities against the BOQ, checks quality and eligibility, excludes defective work, prepares an inspection record and certifies only the verified amount.

28. **What deductions or adjustments may apply to an Interim Payment Certificate?**
    Answer: The PE may apply retention, recovery of advance, taxes, liquidated damages, penalties, correction of previous certificates, approved price adjustments and other deductions authorised by the contract.

29. **Distinguish pre-final inspection, substantial completion and final completion.**
    Answer: Pre-final inspection identifies outstanding work and produces a snag list. Substantial completion confirms the works are usable and starts the DLP. Final completion follows correction of defects and fulfilment of all remaining obligations.

30. **What is the purpose of the Defects Liability Period?**
    Answer: It allows the PE to observe completed works in use and require the contractor to correct defects attributable to its work at no cost, thereby protecting quality and long-term value.

31. **When should the remaining retention be released?**
    Answer: It should be released after the DLP and satisfactory correction of defects, or earlier only where the contract permits and the contractor provides an acceptable retention money security.

32. **What should be completed before a Final Completion Certificate is issued?**
    Answer: The PE should complete final inspection, confirm rectification of defects, verify tests and documents, settle payments and claims, complete handover, address securities and confirm discharge of contractual obligations.

33. **Explain the purpose of performance security and when it may be called.**
    Answer: It protects the PE against non-performance or defective performance. It may be called in accordance with its terms for serious default such as abandonment, failure to perform, failure to correct defects or material breach.

34. **How should an advance payment guarantee be reduced and released?**
    Answer: It should remain equal to the unrecovered advance, reduce progressively as recovery is made through payments and be released only after the advance has been fully recovered.

35. What information belongs in a securities register?

Answer: The procurement reference, contract, provider, security type, amount, currency, issuer, effective and expiry dates, purpose, custody, extensions, reductions, return and any call.

36. Describe good custody arrangements for original securities.

Answer: Verify authenticity and compliance, register and acknowledge receipt, place the intact original in secure fire-resistant controlled custody, restrict access, preserve copies in the file and reconcile the register regularly.

37. What should the PE do when a security is approaching expiry but the secured obligation continues?

Answer: Review the obligation and instrument, notify the provider in time, obtain an acceptable extension before expiry or make an authorised call where contractual grounds exist, and update the register and file.

38. What is a contractual claim and what commonly causes one?

Answer: It is a formal request for additional time, money or both. Causes include variations, unforeseen conditions, delay, late access or payment, ambiguous documents, inconsistent instructions and disagreement over risk or measurement.

39. How can bidding and contract documents reduce future claims?

Answer: They should be clear, complete, consistent, technically accurate and based on realistic site and market information, with balanced risk allocation, workable schedules and unambiguous notice, measurement, payment and change procedures.

40. Why should the PE respond promptly when a possible claim situation arises?

Answer: Delay allows cost and disruption to accumulate, weakens evidence and may itself breach the contract. Prompt instructions, records and decisions may prevent the issue from becoming a formal claim or dispute.

41. Identify practical measures for avoiding disputes during implementation.

Answer: Use clear contracts, competent parties, kick-off and progress meetings, early warnings, timely decisions, accurate records, objective performance reviews, fair contract administration and step-wise escalation of unresolved issues.

42. What should the PE do first after receiving a written dispute notice?

Answer: Review the contract, notice requirements and records; identify the issues and evidence; assess whether the PE contributed; preserve time limits; seek legal or technical advice where necessary; and arrange an authorised meeting.

43. How should a dispute meeting be conducted and recorded?

Answer: Authorised representatives should exchange positions and evidence, clarify facts, explore solutions within their authority and keep accurate minutes. Any settlement affecting contract terms must receive approval and be signed.

44. Distinguish negotiation, mediation and conciliation.

Answer: Negotiation is direct discussion between the parties. Mediation uses a neutral facilitator who does not impose a decision. Conciliation is similar but the neutral may evaluate positions and propose non-binding solutions.

45. Explain the role of adjudication in a works dispute.

Answer: An appointed expert reviews a technical or contractual dispute and gives a prompt decision, often temporarily binding, so work can continue while preserving any right to arbitration or litigation.

46. When may arbitration be used, and what is its main effect?

Answer: It may be used where the contract or parties provide a valid arbitration basis. An independent tribunal considers evidence and issues a generally binding award enforceable under applicable law.

47. Why are court proceedings normally the last dispute-resolution option?

Answer: They are formal, costly, slow and potentially disruptive. Negotiation and other agreed methods may resolve the matter sooner while preserving delivery and the commercial relationship.

48. Prepare a contract-closure checklist for a completed works contract.

Answer: Confirm completion certificates, final inspection, defect correction, as-built documents and manuals, handover, final account, claims settlement, payment, release or call of securities, asset records, performance evaluation and archiving of a complete file.

49. A contractor claims delay because the PE handed over the site late. How should the PE assess the claim?

Answer: Verify the contractual handover date and actual access, notices, programme and critical-path effect; separate PE-caused and contractor-caused delay; assess time and cost entitlement; document the decision and obtain approvals for any amendment.

50. A supplier delivers the correct quantity of equipment, but testing shows that capacity is below specification. What should the committee do?

Answer: Record the test and non-conformity, reject or withhold acceptance, notify the supplier, require replacement or another contractual remedy, protect the goods and avoid payment until conformity is established.

CHAPTER 7

Managing Risks in Procurement of Goods Works and Non Consultancy Services

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	True	
2	False	Procurements should be included in the approved plan or processed through the authorised plan-amendment procedure before commencement.
3	True	
4	False	Signature should occur only after required approvals and standstill or complaint requirements have been satisfied.
5	False	Market input may inform requirements, but the PE must control and validate neutral specifications and avoid giving one supplier an unfair advantage.
6	True	
7	False	Administrative convenience does not justify restricting competition; requirements must be necessary, proportionate and non-discriminatory.
8	False	Emergency action must still satisfy the legal conditions, be justified and receive the prescribed approval and documentation.
9	True	
10	False	Late bids must be handled strictly under the disclosed rules; price attractiveness cannot cure late submission.
11	False	The method must be determined and approved before solicitation according to the requirement, thresholds and applicable rules.
12	False	The User Department defines and validates the operational need, while the Procurement Unit coordinates planning and procedural compliance.
13	True	
14	False	Legal and specialist review should occur before issue and signature so unacceptable terms and compliance risks can be corrected in time.
15	True	
16	False	Negotiations must remain within the permitted scope and cannot rewrite the competition, alter material requirements improperly or circumvent the evaluated result.
17	True	
18	False	Evaluation must use only the disclosed criteria and methodology to preserve predictability and equal treatment.
19	False	Negotiations must be planned, authorised and recorded, and agreed changes must be reflected accurately in the approved written contract.
20	True	
21	False	Funding should be confirmed before commencement; otherwise the process may be delayed, cancelled or result in commitments the entity cannot meet.

No.	Answer	Reason or Correction for False Answers
22	True	
23	True	
24	False	The report should show the evaluation process, findings, scores or determinations, evidence, clarifications and basis for recommendation.
25	False	A low-likelihood event may still require treatment when its potential impact is severe; both likelihood and impact determine priority.
26	True	
27	True	
28	False	Identification is only the first step. The risk should be assessed, assigned to an owner, treated, monitored and updated.
29	False	Old specifications may be obsolete or unsuitable; they must be reviewed against the present need, market and current standards.
30	True	
31	False	Specifications should normally be neutral and performance-based. A brand reference can restrict competition and requires a lawful, justified basis and equivalent treatment where applicable.
32	False	Overstatement can cause waste, storage costs, obsolescence and diversion of funds; quantities should be justified by an accurate needs analysis.
33	False	Opening records what was submitted and announced. Corrections, where permitted, occur later under the disclosed evaluation rules—not at opening.
34	True	
35	False	The bidding documents should disclose the proposed contract and material conditions so bidders compete on a common and transparent basis.
36	False	Artificial splitting to avoid thresholds or competition is improper; related requirements should be planned and valued together as required.
37	True	
38	False	The PE must supervise performance, control variations, verify outputs, pay on time and respond to emerging risks throughout implementation.
39	False	Criteria must be complete, clear and disclosed in the bidding documents before bid submission; undisclosed criteria cannot be introduced later.
40	True	
41	True	
42	False	The PE should reconcile inconsistencies before issue or correct them formally through a clarification or addendum shared with all bidders.
43	False	Its use must meet the applicable conditions and be supported by a documented justification and required approval.
44	False	Open competition requires publication through the prescribed portal and recognised channels so the market has a fair opportunity to participate.
45	True	
46	True	

No.	Answer	Reason or Correction for False Answers
47	True	
48	False	Actual, potential or perceived conflicts must be declared and managed; personal confidence does not remove the integrity risk.
49	False	Material clarification must be formal, written and provided equally to all eligible bidders; private explanations create unequal information.
50	False	A material clarification or addendum should be issued in time and the deadline extended where necessary so bidders can respond fairly.

B Model Answers to Explanatory Questions

1. Why should risk management cover every stage of the procurement cycle rather than only contract implementation?

Answer: Decisions made during needs assessment, specification, method selection, solicitation, evaluation and award create risks that may be impossible or expensive to correct during implementation. Stage-by-stage control prevents problems early and preserves fairness, compliance and value for money.

2. Describe a practical five-step process for managing a newly identified procurement risk.

Answer: Define the risk and its cause and consequence; assess likelihood and impact; choose avoidance, reduction, transfer or acceptance measures; assign an owner and deadline; then monitor indicators and revise the rating and treatment as circumstances change.

3. A risk is unlikely but could stop delivery of an essential public service. How should it be treated?

Answer: It should not be dismissed merely because likelihood is low. Its severe consequence can make it a priority requiring contingency arrangements, close monitoring, an assigned owner and escalation thresholds.

4. A department requests twice last year's quantity without supporting usage data. What should the procurement team do?

Answer: Return the request for evidence, consult users, analyse stock and consumption, confirm the service requirement and adjust quantities before planning. This avoids waste, budget distortion and weak competition.

5. How do market research and confirmed funding work together to reduce planning risk?

Answer: Market research supports realistic prices, availability and lead times, while funding confirmation establishes affordability. Together they prevent under-budgeting, failed tenders, delayed awards and unfunded commitments.

6. A specification reproduces a favoured supplier's brochure. Identify the risks and corrective action.

Answer: The wording may be biased, restrictive and give that supplier an advantage. The PE should independently restate the operational need in neutral functional or performance terms, validate it with users and the market, document the review and approve the revised specification.

7. What questions should be answered before approving a procurement method?

Answer: Confirm the estimated value and aggregation, applicable threshold, type and complexity of requirement, market conditions, urgency, competition available, legal conditions for any exception and the approvals and records required.

8. Develop a quality-control checklist for bidding documents before issue.

Answer: Check use of current standard documents; consistency among instructions, specifications, criteria, forms and draft contract; clear eligibility and submission rules; realistic dates; complete securities and payment terms; required specialist review; and formal approval.

9. One bidder receives a private answer that changes how it prices the bid. What principles are threatened and what remedy is appropriate?

Answer: Equal treatment, transparency and fair competition are threatened. The PE should issue the information formally to all eligible bidders, consider extending the deadline, document the incident and address any integrity or procedural breach before proceeding.

10. Explain how controls at bid receipt and opening protect the integrity of the competition.

Answer: Secure receipt and time recording prevent substitution or tampering. Opening at the announced time, handling late or withdrawn bids under the rules, announcing required information and producing a signed record preserve the chain of custody and an auditable account.

11. An Evaluation Committee member discloses that a close relative works for a bidder. What should happen next?

Answer: The conflict should be recorded and assessed immediately. The member should normally be recused or replaced, confidentiality maintained, prior participation reviewed for possible effect and the mitigation documented by the authorised officer.

12. Why is an undisclosed evaluation criterion dangerous even when evaluators believe it improves quality?

Answer: Bidders did not have the same opportunity to respond to it, so it changes the basis of competition after submission. Its use undermines predictability, equal treatment, defensibility and the validity of the award.

13. Distinguish a permitted negotiation from an improper post-evaluation rewrite of the competition.

Answer: A permitted negotiation occurs under the applicable rules, approved scope and recorded plan, and clarifies or settles allowable terms. An improper rewrite changes material specifications, evaluation logic or competitive position in a way bidders could not anticipate.

14. What should be verified in an award-and-signature readiness review?

Answer: Verify the approved evaluation and award, due diligence, notifications and complaint requirements, continuing bid validity, budget, agreed final terms, required performance security, authorised signatories and a complete, internally consistent contract.

15. A contract manager proposes a major new feature through a variation. How should the PE assess the proposal?

Answer: Assess necessity, relation to the original scope, competition and threshold implications, technical effect, price, time, budget and approvals. If it fundamentally changes the procurement, it should not be introduced as a variation and may require a new competitive process.

16. How can weak supervision and late payment combine to increase contract risk?

Answer: Weak supervision allows defects and delay to go undetected, while late payment can constrain the provider and produce claims or suspension. Together they obscure responsibility, increase cost and make timely corrective action harder.

17. Design the essential fields of a useful procurement risk register.

Answer: Include stage, risk description, cause, consequence, existing controls, likelihood, impact, overall rating, planned treatment, owner, target date, early-warning indicator, status, review date and residual rating.

18. Allocate the principal risk-management roles among the Accounting Officer, Procurement Unit, User Department, Evaluation Committee and Internal Audit.

Answer: The Accounting Officer provides accountability and approvals; the Procurement Unit coordinates compliant process and records; the User Department defines need and manages delivery; the Evaluation Committee conducts impartial evaluation; Internal Audit independently reviews controls and follow-up.

19. How should audit findings and lessons learned change future procurements?

Answer: Management should identify root causes, assign corrective actions, track closure and update plans, templates, specifications, training, controls, risk registers and contract-management approaches. Repeated findings should trigger stronger escalation and oversight.

20. Prepare an end-to-end risk response for a procurement that has a vague need, only one apparent supplier and an urgent delivery date.

Answer: First clarify and validate the need; research alternatives and lead times; prepare neutral specifications; confirm budget and realistic schedule; aggregate and value the requirement; select the lawful method with documented justification; strengthen advertising or market engagement where possible; disclose clear criteria; assign stage risks and contingencies; and monitor award and delivery closely.

CHAPTER 8

Procurement Process for Consultancy Services

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	The Committee should review evidence and interpretation, discuss the discrepancy and adjust only where justified before agreeing defensible final scores.
2	False	Failure of a mandatory requirement makes the submission non-responsive and it cannot proceed to shortlisting.
3	True	
4	False	QCBS ranks qualifying consultants by a weighted combination of technical and financial scores.
5	False	Reconciliation must remain collective, evidence-based and tied to the disclosed criteria; undue influence is improper.

No.	Answer	Reason or Correction for False Answers
6	True	
7	False	It should document the criteria, individual or reconciled assessment, agreed scores, strengths, weaknesses and reasons supporting the result.
8	False	Actual, potential or perceived conflicts must be declared and managed to protect impartiality.
9	True	
10	False	The Manual provides fourteen calendar days for international selection and seven calendar days for national selection.
11	True	
12	False	Professional judgement does not remove the need for clear, measurable outputs and acceptance arrangements.
13	True	
14	False	Only disclosed eligibility and qualification criteria may be applied.
15	True	
16	False	They are principally intellectual or advisory services; any incidental goods or works must remain subordinate in value to the services.
17	True	
18	False	The PE must first justify the need for external expertise and consider its own available capacity, economy and value for money.
19	True	
20	True	
21	True	
22	False	FBS depends on an accurate disclosed budget; an unrealistic ceiling can exclude good proposals or produce unaffordable and poor-quality offers.
23	False	All shortlisted consultants must receive the same approved RFP and compete on equal conditions.
24	False	The Notice of Intention to Award is issued first; final notification follows only after the standstill and resolution of any complaint.
25	True	
26	False	Adequate funding must be confirmed before solicitation and commitment.
27	True	
28	True	
29	True	
30	False	The Manual states a minimum of seven calendar days for national competitive selection.
31	True	
32	False	The ToR must clearly set out the context, objectives, scope, outputs, expertise, timing, reporting and other requirements needed for responsive proposals.

No.	Answer	Reason or Correction for False Answers
33	False	An agreeing consultant extends validity without altering price, methodology, staffing or other proposal terms.
34	False	LCS is intended for standard or routine assignments where a minimum technical threshold is sufficient; complex assignments require stronger quality emphasis.
35	True	
36	False	The source and date specified in the RFP must be used uniformly.
37	True	
38	True	
39	True	
40	False	It remains unopened and is returned after completion of the process in accordance with the RFP.
41	False	Under QBS, negotiations normally begin with the highest-ranked technical consultant and its financial proposal; the others remain unopened.
42	True	
43	False	The User Department initiates and defines the operational need, while the Procurement Unit coordinates compliant procurement.
44	False	The Committee must have at least three members and collectively provide the appropriate technical, procurement, financial or legal skills.
45	True	
46	False	The question may be anonymised, but the clarification or amendment must be shared simultaneously with all shortlisted consultants.
47	False	Mandatory RFP requirements must be applied consistently; failure can make the proposal non-responsive.
48	True	
49	False	They must preserve confidentiality and use only authorised expertise and processes.
50	False	A consultant may decline; its proposal then ceases to be considered after the original validity expires.
51	True	
52	False	Prequalification criteria are used only at that stage and should not be reused for double scoring in technical evaluation.
53	False	A consultant may be an individual expert, a firm or a consortium, depending on the assignment and procurement approach.
54	True	
55	False	Where the RFP permits, the cost of missing required items is added for evaluation to achieve comparability.
56	True	
57	False	The period should be adequate and proportionate to complexity, experts, analysis, fieldwork and data requirements.

No.	Answer	Reason or Correction for False Answers
58	False	Requirements must be objective, proportionate and non-discriminatory so that competition is not improperly restricted.
59	False	It is a pass/fail check of mandatory submission, eligibility and responsiveness requirements.
60	True	
61	False	It may be replaced by the next-ranked eligible consultant, subject to the prescribed approval.
62	True	
63	False	The proposal is rejected and post-qualification proceeds to the next highest-ranked consultant whose proposal remains valid.
64	False	The Accounting Officer appoints a suitably skilled team; Procurement Committee members must not negotiate and approve their own work.
65	False	After prequalification, proposal quality, methodology, work plan and experts should be emphasized without double scoring institutional capacity.
66	True	
67	False	The estimate must be assignment-specific and based on scope, inputs, duration, logistical needs and current market evidence.
68	False	It must be selected, justified, approved and disclosed in the RFP before proposals are submitted.
69	False	The shortlist and evaluation report require approval before shortlisted consultants are invited.
70	True	
71	True	
72	False	Financial proposals remain sealed to prevent price information from influencing the technical assessment.
73	True	
74	False	The lowest evaluated price normally receives 100 and higher prices receive proportionately lower scores under the disclosed formula.
75	True	
76	False	The EOI stage screens capability and qualifications; detailed proposals are requested later from shortlisted consultants.
77	True	
78	False	The estimate should also cover reimbursables, travel, logistics, taxes and other resources required by the assignment, as applicable.
79	False	They begin with the best evaluated consultant after evaluation and post-qualification requirements are satisfied.
80	True	
81	False	The prescribed standard RFP should be used and properly completed; urgency does not remove applicable document and approval requirements.

No.	Answer	Reason or Correction for False Answers
82	False	They should first assess independently using the disclosed criteria, record reasons, and then reconcile their results as a Committee.
83	False	The weights must always add up to 100 percent.
84	True	
85	False	EOIs are not subject to formal public opening and contain no proposal prices; they must still be recorded and secured.
86	False	Negotiations cannot undermine the competition through material changes; unresolved fundamental changes may require cancellation and a new process.
87	True	
88	False	Only substantially responsive proposals that pass preliminary checks proceed to detailed technical evaluation.
89	False	Any alternative shortlist must use lawful, reliable sources and be documented, fair, non-discriminatory and based on relevant qualifications.
90	True	
91	False	The minutes and relevant clarifications should be promptly shared with all shortlisted consultants.
92	False	The two-envelope system requires technical proposals to be opened first while financial proposals remain sealed and secure.
93	False	A valid complaint suspends award and signing until it has been investigated and resolved through the applicable review process.
94	True	
95	False	Criteria, subcriteria, minimum scores and weights must be disclosed before submission and applied as stated.
96	False	The ToR should define the required results neutrally and avoid unjustified restrictions or advantages.
97	True	
98	False	The normal shortlist under the Manual is four to six qualified firms.
99	False	FBS requires a well-defined assignment and a reliable budget ceiling disclosed in the RFP.
100	True	

B Model Answers to Explanatory Questions

1. Explain why consultancy services require a selection process that gives substantial attention to quality.

Answer: Consultancy outputs depend on professional judgement, methodology and expert capability. A low price cannot compensate for weak analysis or unsuitable expertise, so the method should balance quality, complexity, risk and cost.

2. Distinguish consultancy services from ordinary non-consultancy services.

Answer: Consultancy services are predominantly intellectual or advisory and rely on professional judgement. Non-consultancy services generally involve measurable, routine outputs for which performance standards and quantities can be specified more directly.

3. What assessment should the User Department complete before proposing an external consultant?

Answer: It should define the problem and expected results, examine internal capacity, justify outsourcing, consider alternatives, estimate timing and resources, identify risks and confirm alignment with the plan and institutional priorities.

4. Prepare a checklist for reviewing a draft Terms of Reference.

Answer: Check background and rationale, objectives, scope and exclusions, measurable deliverables, methodology expectations without over-prescription, required expertise, duration, milestones, data and facilities, reporting, acceptance, confidentiality and responsibilities of both parties.

5. How can a weak Terms of Reference affect evaluation and later contract management?

Answer: It produces incomparable proposals, subjective scoring, unclear pricing and disputed expectations. During implementation it makes progress, acceptance, payment and accountability difficult to verify.

6. Describe a defensible approach to estimating the cost of a consultancy.

Answer: Break the assignment into activities and expert inputs, determine realistic person-time and rates, add travel, workshops, logistics, reimbursables, taxes and contingencies as applicable, compare market evidence and previous contracts, and document assumptions.

7. Why must the Terms of Reference, cost estimate and budget confirmation be consistent?

Answer: The ToR defines the required effort, the estimate translates it into resources and the funding confirmation establishes affordability. Inconsistency can cause failed competition, unaffordable proposals, scope reduction or improper post-award changes.

8. Distinguish the procurement method from the consultant-selection method.

Answer: The procurement method determines how the market is approached, such as national or international competition. The selection method determines how proposals are assessed and ranked, such as QCBS, QBS, FBS or LCS.

9. A complex policy reform requires innovative methodology and highly specialised experts. Which selection considerations should guide the PE?

Answer: The PE should choose a competitive approach with strong quality emphasis, normally QCBS with a high technical weight or QBS where quality is overriding, and justify the decision according to complexity, sensitivity, market and budget.

10. When is Fixed Budget Selection appropriate, and what is its principal risk?

Answer: It suits a well-defined assignment with an accurate fixed budget. Its main risk is that an unrealistic ceiling may exclude competent consultants or induce under-resourcing, so the estimate must be evidence-based.

11. Why is Least Cost Selection unsuitable for a unique or innovative assignment?

Answer: LCS distinguishes proposals mainly by price after a minimum technical threshold. For unique work, quality differences above that threshold materially affect outcomes and require a method that recognises them.

12. Explain the purpose of an Expression of Interest in competitive consultancy selection.

Answer: It identifies firms with the eligibility, relevant experience and capacity to receive the RFP, avoiding the inefficiency of requesting full technical and financial proposals from the entire market.

13. Draft the essential content of an EOI notice.

Answer: Include the PE and assignment, background and scope, eligibility and qualification requirements, evidence required, submission method, deadline and address, clarification contact, and a clear statement that only shortlisted firms will receive the RFP.

14. How should proportionality be applied to EOI qualification requirements?

Answer: Each requirement should be necessary for the scale and risk of the assignment. Excessive turnover, experience or staffing thresholds that add no genuine assurance should be removed because they restrict competition.

15. Describe the EOI receipt, evaluation and approval sequence.

Answer: The PU securely receives and records submissions; the appointed committee applies disclosed pass/fail eligibility and qualification criteria; it prepares the shortlist report; and the Procurement Committee reviews and approves the shortlist before RFP issue.

16. A highly experienced firm omitted one mandatory eligibility declaration. How should it be treated?

Answer: The committee must apply the disclosed mandatory requirement consistently. If the omission is not lawfully clarifiable under the RFP, the EOI is non-responsive despite the firm’s experience.

17. Why does the Manual normally require a shortlist of four to six firms?

Answer: The range preserves meaningful competition while keeping the preparation and evaluation of detailed proposals manageable. Every shortlisted firm must first satisfy the disclosed qualification requirements.

18. What safeguards apply when replacing a shortlisted consultant that declines?

Answer: Use the next-ranked eligible consultant, document the reason and ranking, obtain Procurement Committee approval, preserve the shortlist requirements and avoid discretionary substitution.

19. Explain why prequalification criteria should not be reused in technical proposal scoring.

Answer: The criteria have already determined access to the shortlist. Reusing them gives the same institutional attributes double weight and diverts evaluation from methodology, work plan and proposed experts.

20. Where proceeding without an expression of interest is lawfully permitted, how should a PE form a fair and defensible shortlist?

Answer: It may use documented experience, direct solicitation of suitably qualified consultants or reliable approved lists, but must record the basis and preserve fairness, integrity, qualification, non-discrimination and value for money.

21. Prepare an RFP quality-assurance checklist.

Answer: Verify the approved shortlist, current standard RFP, complete ToR, instructions and proposal forms, selection method, disclosed criteria and weights, minimum score, budget treatment, contract type, data sheet, dates, clarification rules and approval.

22. Why must all shortlisted consultants receive identical information at the same time?

Answer: Equal information prevents hidden advantages, enables proposals to be prepared on a common basis and protects fairness, comparability and the defensibility of the result.

23. A pre-proposal meeting reveals a major ambiguity in the ToR. What should the PU do?

Answer: Record the issue, obtain an authorised clarification or amendment, issue it and the meeting minutes to every shortlisted consultant simultaneously, and extend the deadline if the change requires more preparation time.

24. How should proposal-preparation time be determined?

Answer: Consider assignment complexity, number and availability of experts, methodology development, site visits, partnerships, data collection and document preparation. The period must be sufficient for responsive and competitive proposals.

25. Explain the integrity purpose of the two-envelope system.

Answer: Separating technical and financial proposals prevents knowledge of price from influencing technical quality scores. Financial proposals remain sealed until technical results are completed and approved.

26. What should occur at the public opening of technical proposals?

Answer: Open timely outer envelopes, identify and separate proposals, open technical proposals, announce and record the required information, preserve financial envelopes unopened and secure, and prepare a signed opening record.

27. When and how should financial proposals be opened?

Answer: After approval of technical evaluation, invite only technically qualified consultants to a separate public opening, announce approved technical scores and required price information, and prepare a formal record.

28. Design an appropriate Evaluation Committee for a multidisciplinary infrastructure-design consultancy.

Answer: Appoint at least three independent members collectively covering procurement, relevant engineering disciplines, financial analysis and legal or contract knowledge, with User Department representation and external expertise where necessary.

29. What declarations and conduct standards apply to evaluators?

Answer: They should declare conflicts, sign and follow ethical and confidentiality obligations, act independently, avoid outside influence, protect proposal information and document evidence-based decisions.

30. Distinguish preliminary screening from detailed technical evaluation.

Answer: Preliminary screening uses pass/fail checks for mandatory submission, eligibility and basic responsiveness. Detailed technical evaluation scores only responsive proposals against disclosed methodology, work plan, experts and other weighted criteria.

31. Why should evaluators score individually before meeting as a Committee?

Answer: Independent review reduces group influence and exposes genuine differences of interpretation. The later meeting can then compare documented reasons and reach an evidence-based consensus.

32. Four evaluators give one proposal scores of 62, 64, 63 and 88. What should the Committee do?

Answer: Do not merely average or force conformity. Compare notes and proposal evidence against each criterion, identify misinterpretation or overlooked strengths and adjust scores only where justified before recording the agreed result.

33. What makes a Technical Evaluation Report defensible?

Answer: It shows the committee, criteria, compliance findings, individual and agreed scores, strengths and weaknesses, treatment of clarifications and discrepancies, reasons for qualification or rejection, and a recommendation traceable to evidence.

34. Explain the financial evaluation steps under QCBS.

Answer: Apply RFP tax treatment, correct arithmetic, account for required missing items where permitted, convert currencies using the disclosed source and date, apply any authorised preference, establish evaluated prices and calculate financial scores by the stated formula.

35. How are technical and financial scores combined under QCBS?

Answer: Multiply each qualifying proposal's technical and financial scores by their disclosed weights, which total 100 percent, and add the weighted results. The highest combined score becomes the best evaluated proposal.

36. Compare the treatment of financial proposals under QCBS, QBS and LCS.

Answer: QCBS scores and combines technical and financial results. QBS opens and negotiates with the highest technically ranked consultant. LCS opens qualifying financial proposals and selects the lowest evaluated cost among those meeting the technical threshold.

37. Why must currency conversion rules be stated in the RFP?

Answer: A predetermined source, currency and date prevent evaluators from selecting favourable rates after opening and allow all proposals to be compared consistently.

38. What planning measures reduce the need to extend proposal validity?

Answer: Set a realistic validity period, appoint committees early, schedule evaluation and approvals, monitor deadlines, resolve clarifications promptly and escalate delays before validity becomes critical.

39. How should a proposal-validity extension be requested and handled?

Answer: Ask all affected shortlisted consultants in writing before expiry for the same specified period. Those accepting cannot change their proposals; those declining cease to be considered after original expiry.

40. What is the purpose and scope of post-qualification?

Answer: It verifies that the best-ranked consultant's submitted claims are accurate and that legal status, eligibility, experience, capacity, experts and financial soundness meet the RFP before award.

41. **What happens if the best-ranked consultant fails post-qualification?**
   Answer: Reject that proposal with documented reasons and apply the same verification procedure to the next highest-ranked consultant whose proposal remains valid.

42. **Prepare the composition and responsibilities of a consultancy negotiation team.**
   Answer: The Accounting Officer appoints at least three suitably skilled technical, procurement, legal and User Department representatives. They prepare objectives, negotiate permitted issues, record agreements and submit recommendations without usurping approval authority.

43. **Why are Procurement Committee members excluded from the negotiation team?**
   Answer: They must independently review and approve or reject the negotiation recommendation. Participation in negotiations would make them reviewers of their own work and weaken separation of duties.

44. **What subjects may be addressed in negotiations without undermining competition?**
   Answer: Clarify methodology, work plan, staffing, reporting, reimbursables, contract administration and permitted financial details, while preserving the material ToR, evaluation outcome and fairness established by the RFP.

45. **What options may a negotiation report recommend?**
   Answer: Proceed to award with agreed revisions; undertake further negotiations on defined issues; terminate and invite the next ranked consultant; or cancel where the RFP is defective, needs materially changed or budget is inadequate.

46. **Distinguish the Notice of Intention to Award from the Notification of Award.**
   Answer: The Notice communicates the proposed decision to all participants and starts the standstill. The Notification finalises the award to the successful consultant only after standstill and complaint resolution.

47. **What actions follow receipt of a valid complaint during the standstill period?**
   Answer: Suspend award and signature, acknowledge and investigate the complaint, give the complainant a fair opportunity to present its case, issue the required response and refer unresolved matters to the Complaints Review Committee.

48. **What remedies may result from independent complaint review?**
   Answer: The decision may be upheld, defects may be ordered rectified, the affected stage may be repeated or the process restarted. Evidence of prohibited practices should be referred for appropriate enforcement or debarment action.

49. **Prepare a pre-signature readiness checklist for a consultancy contract.**
   Answer: Confirm approved award and negotiations, expired standstill, resolved complaints, valid proposal, budget, post-qualification, agreed contract, legal vetting, required securities or insurance, authorised signatories and implementation readiness.

50. **Explain how Chapter 8 creates the bridge from selection to contract management.**
   Answer: It requires lawful negotiation, approval, standstill, complaint resolution, legal vetting, signing and award publication, then ensures the assignment begins only when conditions and mechanisms for supervising outputs and performance are in place.

CHAPTER 9

Monitoring and Management of Consultancy Contracts

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	True	
2	True	
3	False	Technical ownership and monitoring require the User Department and Contract Manager, with PU procedural support.
4	False	Performance should be evaluated and recorded for completed public consultancy contracts.
5	False	Services must conform to the contracted scope, standards and authorised changes.
6	True	
7	False	Conflict restrictions continue during the contract and may extend beyond it as stipulated.
8	False	It must remain valid and be amended when contract value or duration changes.
9	False	Undisputed items should be processed while the genuine dispute is resolved.
10	True	
11	True	
12	False	Prior written consent and an undertaking accepting contract liabilities are required.
13	True	
14	False	It follows contract signature and confirmation of commencement prerequisites.
15	True	
16	False	Its cost and lost benefits should be weighed; reasonable recovery measures may be better.
17	False	It also covers acceptance, rights, assets, documents, claims, security, reports and records.
18	True	
19	False	Usage and expenditure require monitoring, a ceiling and authorised task orders or approvals.
20	False	They combine risks associated with time-based and percentage-fee arrangements.
21	True	
22	False	The consultant should be required to improve or replace the expert promptly, with escalation and remedies if it fails.
23	False	The affected party must notify promptly and follow the contractual procedure.

No.	Answer	Reason or Correction for False Answers
24	False	Payment requires contractual evidence, review and certification of the applicable output or input.
25	True	
26	True	
27	False	The PE should inspect performance continuously and demand timely correction.
28	False	Lump-sum contracting requires a clear scope, duration and measurable deliverables.
29	False	Variations must remain lawful and cannot transform the original procurement improperly.
30	True	
31	True	
32	False	They should be reviewed as produced so shortcomings are corrected promptly.
33	True	
34	True	
35	False	Termination must follow contract notice and settlement provisions.
36	False	The consultant must maintain eligibility and qualification throughout execution.
37	False	Replacement remuneration should not exceed the agreed amount for the replaced expert.
38	True	
39	False	It should contain a maximum payment ceiling and be closely controlled.
40	True	
41	False	They should be recorded with performance evidence and improvement actions.
42	False	The consultant needs a timely approved extension; post-completion expenditure may otherwise be ineligible.
43	True	
44	False	Relief applies only to delay or failure caused by the qualifying event.
45	True	
46	False	It begins before commencement and continues throughout implementation, payment, acceptance and closure.
47	False	They are normally based on accepted outputs or milestones, not time inputs.
48	False	Assignment or transfer without required written consent is a breach.
49	True	
50	False	The Contract Manager must verify milestones, rates, time, receipts and other required evidence.
51	False	Further advance or release of security should await liquidation of the earlier advance as contracted.
52	False	Their rate, ceiling and application must be stated in the contract.
53	True	

No.	Answer	Reason or Correction for False Answers
54	True	
55	False	Force majeure covers extraordinary events within the clause, not predictable conditions or negligence.
56	False	Controls must confirm that amounts have not previously been paid.
57	True	
58	False	Longer deployment can increase remuneration and reimbursables, so time and ceiling must be controlled.
59	False	It clarifies implementation; contractual changes require an authorised written variation.
60	True	
61	False	Only legitimate entitlements under the termination clause are payable.
62	False	It must be accounted for and returned unless the contract provides otherwise.
63	False	Changes affecting scope, time or cost must be formally authorised and documented.
64	True	
65	False	It must be submitted within the contractual time and before relevant validity expires.
66	True	
67	True	
68	False	The fee may increase with project cost and can discourage economical design unless safeguards apply.
69	False	Unapproved absence is not payable and resource deployment must be verified.
70	True	
71	False	Return follows satisfaction of the obligations secured and contract close-out requirements.
72	True	
73	False	Replacement is allowed only under contract conditions and must be equally or better qualified.
74	True	
75	False	The PE selects and discloses the appropriate contract type before proposals are invited.
76	False	Damages depend on responsibility and contract terms; an excusable delay may be extended without them.
77	True	
78	False	Final acceptance requires the report to meet the ToR and contract quality standards.
79	True	
80	False	The PE must confirm transfer or ownership of rights as provided by the contract.

No.	Answer	Reason or Correction for False Answers
81	False	Responsibility must be established; PE-caused delay may justify time or cost relief under the contract.
82	False	Time records must be checked against reports, outputs, productivity and other supporting evidence.
83	True	
84	True	
85	False	Qualitative outputs and expert dependence make continuous PE oversight essential.
86	False	All parties and relevant end users should share the same understanding.
87	True	
88	True	
89	False	Retention applies only where the contract expressly provides for it and must follow the stated percentage and release conditions.
90	True	
91	False	It should examine results, challenges and lessons to improve future assignments.
92	False	Quality must be assessed and accepted before the related payment is certified.
93	True	
94	False	The prime consultant remains responsible for all contractual obligations.
95	False	No fixed quantum is promised; services are ordered only when needed under the agreed terms.
96	False	It can validate and refine scope, work plan, staffing, support and liaison arrangements.
97	True	
98	False	Reimbursables require the supporting documents and agreed unit rates or actual-cost evidence.
99	True	
100	False	The parties should follow the contractual escalation and attempt amicable resolution first.

B Model Answers to Explanatory Questions

1. Why is consultancy contract monitoring essential for value for money?

Answer: It verifies that professional inputs produce the required quality and outcomes, links payment to accepted performance, identifies problems early and protects public funds.

2. How should a PE select an appropriate consultancy contract type?

Answer: Assess clarity of scope and outputs, predictability of inputs and duration, payment basis, risks, market practice and the management capacity needed.

3. **Compare lump-sum and time-based consultancy contracts.**
   Answer: Lump-sum pays for defined outputs at an agreed price; time-based pays verified inputs and reimbursables within a ceiling. The latter requires closer input and cost control.
4. **When is a lump-sum contract appropriate?**
   Answer: When scope, duration, deliverables, quality standards and acceptance criteria can be defined clearly and changes are unlikely.
5. **What controls reduce risk under a lump-sum contract?**
   Answer: Define outputs and milestones, review quality before acceptance, monitor schedule and resource adequacy, and formalise additional services through variations.
6. **When is a time-based contract appropriate?**
   Answer: For complex studies, supervision or advisory services where required inputs or duration cannot be estimated reliably or depend on other activities.
7. **Prepare a control checklist for time-based invoices.**
   Answer: Verify approved staff, rates, timesheets, attendance, outputs, receipts, unit prices, reimbursables, advance recovery, previous payments and the contract ceiling.
8. **Why can percentage-fee contracts create a conflict with economical design?**
   Answer: The consultant's fee may rise when project cost rises. A fixed target cost, defined services and independent cost scrutiny reduce the incentive.
9. **Explain a retainer and success-fee arrangement and its risks.**
   Answer: It combines periodic payment for availability with a result-related percentage. It therefore carries time-use, cost-growth, result-definition and incentive risks.
10. **How should an indefinite-delivery consultancy be controlled?**
    Answer: Use agreed rates, authorised task orders, a value ceiling, periodic need reviews, usage monitoring, output acceptance and approval before extensions.
11. **What responsibilities should be assigned before consultancy implementation begins?**
    Answer: Assign the Contract Manager, technical reviewers, acceptance and payment roles, record keeping, approvals, reporting, risk owners and escalation routes.
12. **What prerequisites should be checked before issuing a Notice to Proceed?**
    Answer: Signed contract, Contract Manager, counterpart staff, facilities, data, authorisations, key experts, guarantees, advance arrangements and stakeholder readiness.
13. **Design an agenda for a consultancy kick-off meeting.**
    Answer: Cover roles, contract hierarchy, ToR, work plan, milestones, reporting, quality, payments, communications, approvals, ESHS where relevant, risks and escalation.
14. **What should be resolved during the inception phase?**
    Answer: Confirm the factual situation, scope, work plan, staffing, methodology, support, data access, liaison, risks and any authorised adjustments.
15. **How should reports be used to manage progress?**
    Answer: Review them against ToR, milestones and quality criteria; provide timely feedback; record acceptance or deficiencies; and link payment only to contractual achievement.

16. What is the correct procedure for a consultancy variation?

Answer: Document the need, assess scope, time, cost, risk and budget, obtain authorised approval, sign the amendment and update plans and records before implementation.

17. A proposed replacement expert has less experience but a lower fee. What should the PE do?

Answer: Reject the substitution unless contractual standards are met. The substitute must have equivalent or better credentials, regardless of a lower fee.

18. How should persistent poor performance by a consultant's expert be handled?

Answer: Record deficiencies, require corrective action or replacement, set deadlines, escalate to the firm, apply remedies and consider termination if failure continues.

19. Why must changes in a consulting firm's ownership or partnership be monitored?

Answer: They may affect legal capacity, responsibility, eligibility and the basis of award. Material changes require disclosure, consent and enforceable undertakings.

20. What does maintaining eligibility throughout the contract mean?

Answer: The consultant must continue satisfying legal, qualification, conflict and declaration requirements and promptly disclose changes that undermine them.

21. How should conflicts of interest be controlled during execution?

Answer: Apply contractual restrictions, require disclosure, monitor related activities, prevent conflicting assignments and use remedies where independence is compromised.

22. What safeguards apply to consultancy subcontracting?

Answer: Require prior written consent, verify the subcontractor, define scope, preserve confidentiality and quality, record the arrangement and retain prime-consultant liability.

23. How should performance security be managed after a contract amendment?

Answer: Review the amended value and period, require adjusted amount and validity within the contractual deadline, verify authenticity and monitor expiry.

24. How can the PE verify deployment of contracted resources?

Answer: Use attendance records, timesheets, activity reports, meetings, deliverable attribution and independent confirmation, and withhold payment for unapproved absence.

25. Explain the relationship among scope, quality and payment control.

Answer: The contract defines services and standards; monitoring verifies conformity; acceptance certifies achievement; and payment follows only for eligible accepted performance.

26. A consultancy is behind schedule because the PE delayed data access. How should this be addressed?

Answer: Record causation and critical impact, provide the data, assess time and cost entitlement separately, approve any extension or variation and prevent recurrence.

27. How should an extension-of-time request be assessed?

Answer: Check notice, cause, responsibility, evidence, schedule impact, mitigation, requested period, cost implications and required approval.

28. What is the purpose of liquidated damages in a consultancy contract?

Answer: They provide a pre-agreed remedy for consultant-caused delay, subject to the stated rate, ceiling, evidence and contractual procedure.

29. Explain how disputed and undisputed invoice items should be treated.

Answer: Process verified undisputed amounts without unnecessary delay and withhold only contested items while seeking evidence and resolving the dispute.

30. How should advance payment and its security be controlled?

Answer: Pay only as contracted against valid security, track use and recovery, deduct scheduled instalments, keep security valid for the outstanding balance and avoid overlapping advances.

31. Distinguish payment verification for lump-sum and time-based contracts.

Answer: Lump-sum verification concentrates on accepted deliverables; time-based verification additionally checks personnel time, rates, receipts and reimbursable quantities.

32. What internal controls reduce duplicate or unsupported consultancy payments?

Answer: Segregate review and approval, use invoice registers, match milestones and prior payments, verify evidence, apply audit checks and reconcile contract balances.

33. What commonly causes consultancy disputes?

Answer: Ambiguous scope, payment disagreements, expert substitution, delays, missing data or approvals, unauthorised changes, poor performance and conflicting interpretations.

34. Outline a stepwise dispute-resolution process.

Answer: Give written notice, preserve records, discuss promptly, escalate to authorised senior representatives, apply mediation or other agreed step, and arbitrate if amicable settlement fails.

35. What distinguishes force majeure from ordinary performance difficulty?

Answer: It is an extraordinary event beyond control within the contract definition, not negligence, predictable conditions or routine resource problems.

36. What should a party do when force majeure occurs?

Answer: Notify promptly, explain impact, mitigate, maintain records, continue unaffected obligations and follow the contract for relief or termination.

37. When might early termination be justified?

Answer: For qualifying external events, convenience under the clause or material breach when corrective remedies are inadequate, after considering cost and lost benefits.

38. Prepare a termination control checklist.

Answer: Confirm grounds, authority, notice, cure opportunities, service status, records, asset handover, eligible fees, wind-up costs, security, claims and dispute provisions.

39. Why should termination be treated cautiously?

Answer: It may waste completed expenditure, lose expected benefits and create claims. Restaffing, correction or negotiated recovery may deliver better value.

40. What should be completed before a consultancy contract is closed?

Answer: Confirm services and final report accepted, claims resolved, payments complete, security released properly, PE assets and documents returned and rights transferred.

41. How should intellectual property be addressed at closure?

Answer: Identify all reports, designs, data, software and rights; confirm the contractually required ownership or licence; receive source materials and record transfer.

42. What documents should a consultant hand over at completion?

Answer: Final reports, data, maps, drawings, models, calculations, manuals, source files, correspondence and other records required by the ToR and contract.

43. Why is consultant performance evaluation required?

Answer: It creates an evidence-based record for accountability, future selection, risk assessment and improvement of ToR and contract management.

44. Design a balanced consultant performance scorecard.

Answer: Assess quality, timeliness, methodology, experts, responsiveness, reporting, cost control, compliance, knowledge transfer and overall achievement.

45. What questions should a post-mortem review address?

Answer: What worked, what failed, why variances occurred, how parties communicated, whether processes were followed, user satisfaction and future improvements.

46. How should lessons learned be converted into action?

Answer: Document evidence and root causes, assign improvement actions and deadlines, and update ToR templates, estimates, selection, contracts and monitoring practices.

47. A consultant submits a weak draft final report but requests full milestone payment. What should happen?

Answer: Evaluate against acceptance criteria, document deficiencies, require correction and withhold the affected payment until satisfactory acceptance.

48. A time-based supervision contract is consuming its ceiling while construction is far behind. What should the PE do?

Answer: Review staff deployment and productivity, construction delays and responsibility; forecast the ceiling; adjust resources lawfully; and approve any extension only with justification and funds.

49. Prepare an end-to-end consultancy contract-management framework.

Answer: Establish governance, prerequisites and kick-off; monitor scope, experts, outputs, time, cost, risks and payments; control changes and disputes; then complete acceptance, closure and evaluation.

50. How does effective consultancy contract management protect public resources?

Answer: It prevents unsupported payment, uncontrolled scope and delay, enforces quality and remedies, preserves records and converts professional services into usable institutional results.

CHAPTER 10

Managing Risks in the Procurement of Consultancy Services

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	It must verify receipt and quality under the contract before payment.
2	False	It also supports future selection, planning and improvement.
3	True	
4	True	
5	False	It creates unresponsive proposals, delay and re-bidding risk.
6	False	The PE remains responsible for monitoring, decisions, inputs, acceptance and payment.
7	True	
8	False	Potential conflicts should be disclosed and managed throughout the process.
9	False	The method must be lawful and suitable for the assignment.
10	True	
11	False	Risks arise from needs, ToR, method, EOI, RFP, evaluation, negotiation, award, management and closure.
12	True	
13	False	They must be completed and checked against the actual ToR, method and contract risks.
14	True	
15	False	It can waste funds, distort scope and constitute misprocurement.
16	False	Material legal and contractual risks should be resolved before signature.
17	True	
18	True	
19	False	Delay can cause expiry, staff unavailability, price issues and project slippage.
20	False	Proceedings and agreed terms must be documented and approved.
21	False	A low-likelihood risk may need treatment where its impact is severe.
22	True	
23	True	
24	False	Each material risk needs a responsible owner and timeline.
25	True	
26	False	Confidential information may be shared only through authorised arrangements.
27	False	The PE must monitor implementation and residual risk.
28	False	The PE must address claims, payments, rights, records, security and lessons before closure.

No.	Answer	Reason or Correction for False Answers
29	True	
30	False	Changes require written justification, approval and contract amendment.
31	True	
32	False	Risk responsibilities are shared among the AO, PU, User Department, committees, legal staff and contract managers.
33	False	It must be updated as likelihood, impact and controls change.
34	True	
35	False	Undisclosed criteria violate fairness and make the evaluation indefensible.
36	True	
37	False	It may deter capable firms and reduce fair competition; the requirement and criteria should be clear.
38	False	Only approved, disclosed criteria may be applied.
39	False	Benchmarking, rates and comparable assignments support a realistic budget.
40	True	
41	True	
42	False	They should be integrated into future planning, ToR, evaluation and contract controls.
43	False	Relevant users and specialists should define and validate the requirement.
44	True	
45	False	It can disrupt staffing, cause claims and delay outputs.
46	False	Consultants must receive the complete criteria, weights and methodology in advance.
47	False	Control and compliance weaknesses require corrective action before harm occurs.
48	True	
49	True	
50	False	They must remain within the lawful scope and preserve the evaluated result.

B Model Answers to Explanatory Questions

1. Why is consultancy procurement exposed to distinctive risks?

Answer: It relies on professional judgement, specialised experts and qualitative outputs, often for high-value or strategic decisions.

2. Describe a practical risk-management cycle for consultancy procurement.

Answer: Identify the risk, assess likelihood and impact, select controls, assign an owner, implement actions, monitor indicators and review residual risk.

3. How can an exaggerated or poorly justified need affect the procurement?

Answer: It can waste funds, distort the ToR and budget, attract unsuitable proposals and produce outputs that do not serve institutional priorities.

4. **What controls reduce the risk of an inadequate ToR?**
   Answer: Use stakeholder consultation, technical input, peer review, measurable deliverables, clear responsibilities and approval before solicitation.

5. **How should budget-estimation risk be managed?**
   Answer: Benchmark comparable work and market rates, calculate expert inputs and reimbursables, document assumptions, confirm funding and update for material change.

6. **How does selection-method choice affect risk?**
   Answer: An unsuitable method may overemphasise price, weaken quality or breach rules. The method should match complexity, quality needs, value and market conditions.

7. **Prepare risk controls for the EOI and shortlisting stage.**
   Answer: Use a clear notice, wide publication, proportionate disclosed criteria, conflict declarations, due diligence, consistent evaluation and an approved shortlist report.

8. **What evaluation risks arise from confidentiality breaches or undisclosed criteria?**
   Answer: They create unequal information, bias, complaints and invalid results. Access and criteria must be controlled, disclosed and documented.

9. **How should negotiation risk be controlled?**
   Answer: Appoint a qualified team, approve objectives and limits, preserve material competition, record proceedings and obtain approval for agreed terms.

10. **What risks should be checked before contract signature?**
    Answer: Approvals, complaint status, proposal validity, expert availability, budget, legal consistency, negotiated terms, security and implementation readiness.

11. **How can weak contract supervision undermine a sound selection process?**
    Answer: Poor monitoring allows staff substitution, delay, scope creep, weak deliverables and unsupported payment, destroying the value of the original competition.

12. **What information belongs in a consultancy risk register?**
    Answer: Stage, risk, cause, consequence, likelihood, impact, rating, existing controls, treatment, owner, deadline, indicator, status and residual rating.

13. **Allocate major risk responsibilities among key actors.**
    Answer: The AO provides accountability and approvals; PU controls procedure; User Department defines need and verifies outputs; committees evaluate or approve; legal staff review contracts; Contract Manager monitors performance.

14. **How should risk controls be monitored?**
    Answer: Use action trackers, milestones, exception reports, committee reviews, audits, performance data and updated ratings, escalating ineffective controls.

15. **Why should audits and post-procurement reviews influence future processes?**
    Answer: They reveal root causes and recurring weaknesses that should change templates, training, review points, ToR and contract-management practices.

16. A shortlist contains a favoured but unqualified firm. What should happen?

Answer: Apply the disclosed criteria, exclude the firm, document the decision, address any conflict or interference and review how it entered the list.

17. An evaluator proposes a useful criterion not stated in the RFP. What is the correct response?

Answer: Do not use it. Complete the current evaluation under disclosed rules and improve future RFPs through lessons learned.

18. A negotiated change materially expands the ToR. How should the PE respond?

Answer: Stop and assess legality, budget and competitive effect. A fundamental new requirement may require cancellation and a new procurement.

19. How should consultant performance information be used?

Answer: Use it for corrective action, final evaluation, future due diligence, risk ratings, improved ToR and more realistic contract controls.

20. Prepare an end-to-end risk response for an urgent, complex consultancy with a weak initial ToR.

Answer: Clarify and validate the need, strengthen the ToR with experts, estimate and fund it, select the lawful quality-focused method, set realistic time, apply enhanced review and monitor risks throughout award and implementation.

CHAPTER 11

Monitoring of Procurement and Records Keeping

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	They may be conducted after completion to assess economy, efficiency and effectiveness.
2	False	Credible media or other intelligence may justify preliminary inquiry or investigation.
3	True	
4	True	
5	False	The complete history, evidence and settlement must remain in the contract file.
6	False	Disposal must be controlled, authorised and consistent with legal, fiscal and historical value.
7	True	
8	False	They must be retained for at least seven years and longer where required.
9	False	Its mandate extends to awards, variations, termination and contract implementation.

No.	Answer	Reason or Correction for False Answers
10	False	Finance, users, management, auditors, PPDAA and other authorised bodies also depend on them.
11	True	
12	False	Recommendations may also include rectification, discipline, suspension, termination or debarment.
13	False	Failure to cooperate may constitute an offence or lead to other action.
14	True	
15	False	It must provide requested information promptly to facilitate fieldwork.
16	False	A schedule may prescribe destruction, archival transfer or permanent preservation.
17	True	
18	True	
19	False	It may initiate investigations under its mandate using audits, complaints, red flags and other intelligence.
20	False	Audits provide assurance, identify weaknesses and support corrective action and improvement.
21	True	
22	False	Operational duties may be assigned, but overall statutory accountability remains with the AO.
23	True	
24	False	They provide evidence of conformity and payment entitlement.
25	False	They are material integrity records and should be retained.
26	True	
27	False	They should be classified and managed according to status for efficient retrieval and retention.
28	False	The PE should also provide evidence-based written comments and corrective actions within the required period.
29	True	
30	True	
31	False	The system must identify the authentic and final version while preserving authorised history.
32	True	
33	False	They form part of the rules applied and must remain in the procurement file.
34	True	
35	False	They obscure evidence and make detection and proof more difficult.
36	False	Monitoring is required throughout procurement and contract implementation; approval of a plan does not prove compliance.
37	True	

No.	Answer	Reason or Correction for False Answers
38	False	Component-level weaknesses may remain and should still be corrected.
39	False	They should remain independent and provide assurance rather than management approval.
40	False	Disposition depends on legal requirements, authenticity controls and the approved schedule.
41	True	
42	True	
43	False	Closure should document completion, obligations, claims, securities, handover and final account.
44	False	A contract file should contain the signed contract and implementation record.
45	True	
46	True	
47	False	The PE must operate continuous internal controls and audit arrangements.
48	False	Any person able to assist may be required to cooperate under the law.
49	True	
50	True	
51	False	Authorised oversight access is allowed subject to lawful safeguards.
52	True	
53	False	Audits assess equal opportunity, fairness and competitive practice.
54	False	The Head retains overall responsibility for management and safekeeping arrangements.
55	False	Records support financial, performance and compliance audits.
56	True	
57	False	They must maintain and archive relevant implementation and performance records.
58	False	Contemporaneous authoritative records are required; memory is not a substitute.
59	True	
60	False	It supplies evidence for assessment; legality still depends on the substance and procedure.
61	False	Backups do not replace access, integrity, classification and retrieval controls.
62	False	The schedule should define a consistent trigger such as closure or completion.
63	True	
64	False	Records may be electronic or in any medium that preserves reliable evidence.
65	False	Weighted component scores total 100 percent before authorised deductions.
66	False	It supports monitoring, payment control, accountability, learning and prevention of waste.

No.	Answer	Reason or Correction for False Answers
67	True	
68	False	Coordination with auditors, anti-corruption agencies and regulators may be required.
69	False	They support operations, decisions, budgeting, contract management, complaints, investigations and institutional memory.
70	True	
71	False	Changes require authority, traceability and protection of record integrity.
72	False	Relevant email and digital-system records are official records and must be retained.
73	False	The tool permits deductions for non-compliance in these areas.
74	True	
75	True	
76	False	Official records require controlled, accessible and secure institutional custody.
77	False	Approvals, amendments and implementation effects must be linked in the contract file.
78	True	
79	False	Responsibilities, deadlines and implementation status should be monitored and reported.
80	True	
81	True	
82	False	It prescribes category-specific periods and final actions after appraisal and approval.
83	True	
84	True	
85	False	Movement controls are necessary to prevent loss and establish custody.
86	False	Fair audit practice allows factual clarification and management response before finalisation.
87	False	Audit notification and entry meetings should communicate purpose, scope, methodology and timelines.
88	True	
89	False	Records for the same procurement should be coordinated, linked and retrievable as a complete file.
90	False	They evidence transparency, communication and compliance with award procedures.
91	True	
92	False	The AO and all involved officers must comply, while PPDAA provides regulatory oversight.
93	False	Records must be created and maintained contemporaneously throughout the process.

No.	Answer	Reason or Correction for False Answers
94	False	It should be opened at initiation and built throughout processing.
95	True	
96	True	
97	False	A legal or audit hold should suspend destruction until the matter is resolved.
98	False	Findings must lead to corrective action, follow-up and system improvement.
99	True	
100	True	

B Model Answers to Explanatory Questions

1. Why are procurement monitoring and records keeping mutually dependent?
Answer: Monitoring needs reliable evidence, while monitoring identifies which records and controls are incomplete. Together they enable accountability and improvement.

2. Explain the Accounting Officer's compliance responsibility.
Answer: The AO ensures lawful structures, planning, budgets, committees, contracts, controls and records, while remaining accountable for the PE's procurement and disposal.

3. What aspects of procurement may PPDAA monitor?
Answer: System performance, procurement proceedings, awards, variations, termination, contract implementation, records, complaints and value-for-money outcomes.

4. Distinguish a procurement audit, contract audit and post-completion value-for-money audit.
Answer: They examine respectively the procurement process, execution of the contract, and economy, efficiency and effectiveness after completion.

5. What are the primary objectives of a compliance audit?
Answer: Provide independent assurance, test lawful and equal competition, assess integrity and transparency, identify weaknesses and recommend corrective action.

6. Outline the main stages of PPDAA's audit process.
Answer: Notify the PE, hold entry meeting, obtain records, conduct fieldwork, discuss preliminary findings, issue draft findings, receive response, finalise and approve the report, then follow up.

7. How should a PE prepare continuously for procurement audit?
Answer: Maintain current plans, registers, complete files, contracts, performance and payment records, complaint logs and audit responses, with named custodians and retrieval controls.

8. What is the purpose of an audit entry meeting?
Answer: It confirms scope, objectives, indicators, evidence needs, contacts, logistics and timelines with management.

9. What is the purpose of an audit exit meeting?
Answer: It presents preliminary findings, checks factual accuracy, hears management explanations and identifies evidence needed before the draft report is finalised.

10. **How should a PE respond to draft audit findings?**
Answer: Address each finding with facts and documents, accept or explain disagreement, identify root cause and propose responsible, dated corrective action.

11. **Why does the Audit Tool use weighted components?**
Answer: Weights create a standard overall rating while reflecting the relative importance of institutional, process, contract, records and system controls.

12. **How should management interpret a good overall score with a poor records component?**
Answer: Do not rely on the aggregate alone. The records weakness threatens assurance across all components and requires targeted corrective action.

13. **What events may trigger a PPDAA investigation?**
Answer: Audit findings, complaints, media reports, red flags, intelligence, oversight requests, suspected fraud or systemic non-compliance.

14. **What powers and cooperation support an investigation?**
Answer: PPDAA may request documents and information, seek assistance from knowledgeable persons and coordinate with audit, anti-corruption and professional bodies.

15. **What recommendations may follow an investigation?**
Answer: Rectification, discipline, replacement or suspension of officials, termination of unlawful proceedings or contracts, and debarment action against providers.

16. **How should investigation recommendations be followed up?**
Answer: Assign responsible authorities and deadlines, require evidence and status reports, verify implementation and escalate persistent non-compliance.

17. **Distinguish internal monitoring, PPDAA oversight and Auditor General review.**
Answer: Internal controls operate continuously within the PE; PPDAA regulates and conducts specialised audits or investigations; the Auditor General provides statutory external audit.

18. **Why must Internal Audit remain independent of procurement management?**
Answer: An auditor cannot objectively assure controls that it designed, approved or operated. Management owns decisions; audit reviews them.

19. **Define a procurement record in practical terms.**
Answer: Any paper or digital information created or received that reliably evidences a procurement decision, communication, transaction, performance event or approval.

20. **What questions should a complete procurement record answer?**
Answer: What was needed, who participated, which method and criteria applied, what decisions were made and why, price and terms, performance, payments, changes, complaints and closure.

21. **How do records protect the PE's legal and financial interests?**
Answer: They prove authority, obligations, delivery, payment entitlement, notices and decisions when audits, claims, complaints or disputes arise.

22. **What are the consequences of weak records management?**
Answer: Missing evidence, delayed operations, failed audits, inability to prove fraud, inconsistent decisions, payment risk and loss of institutional memory.

23. Design the core controls of a procurement filing system.

Answer: Use standard classification, unique references, file checklists, authorised custody, movement registers, version control, access rights, secure storage, backups and retrieval testing.

24. How should fragmented records across departments be controlled?

Answer: Define the official file owner, require timely transmission or linked copies, use a common reference and reconcile procurement, finance, user and registry records.

25. Why is version control essential?

Answer: It distinguishes drafts from approved documents, prevents use of obsolete instructions and preserves a traceable history of authorised changes.

26. How should access to sensitive procurement records be managed?

Answer: Apply role-based access, custody logs, secure storage, confidentiality rules and authorised disclosure while preserving oversight access.

27. Distinguish the procurement file from the contract file.

Answer: The procurement file covers initiation through award; the contract file covers the signed agreement, implementation, payments, changes, claims, acceptance and closure.

28. Prepare a procurement-file checklist.

Answer: Include plan and requisition, method approval, solicitation and advertisements, clarifications, opening, committee appointments, declarations, evaluation, approvals, negotiations, complaints and award notices.

29. Prepare a contract-file checklist.

Answer: Include contract and securities, commencement, instructions, progress, inspections, measurements, invoices, payments, variations, claims, disputes, handover, final account and closure.

30. Why should bid-opening and evaluation records both be retained?

Answer: Opening proves what was received and announced; evaluation proves how disclosed rules were applied. Together they establish the decision trail.

31. What contract records support payment?

Answer: The contract, invoice, delivery or progress evidence, inspection or acceptance, measurements, certificates, deductions, securities and approvals.

32. How should complaints records be maintained?

Answer: Keep the complaint, dates, affected decision, evidence, responses, suspension actions, determinations, remedies and implementation records.

33. What records should document a variation?

Answer: Request, technical justification, scope, cost and time analysis, budget confirmation, approvals, signed amendment, updated plans and implementation evidence.

34. Why is a contract closure report important?

Answer: It confirms completion, acceptance, final account, claims, securities, asset handover, performance assessment and transfer to closed-record status.

35. Explain the seven-year retention requirement.

Answer: Each procurement and disposal record must be kept for at least seven years, subject to longer legal, audit, contractual or archival needs.

36. What is the Accounting Officer's records-management role?

Answer: Ensure policies, resources, responsibilities, compliance, secure systems and authorised retention and disposal across the PE.

37. What is the Head of Procurement Unit's records role?

Answer: Manage and safeguard official procurement files, apply standard systems, coordinate contributions, archive records and provide authorised access.

38. What is the User Department's records role?

Answer: Create and retain technical requirements, performance reports, instructions, acceptance evidence and other project records and provide them to the official system.

39. What is a records retention and disposal schedule?

Answer: A policy assigning each record category a retention period, trigger and authorised final action such as destruction, archival transfer or permanent preservation.

40. Why is a retention schedule necessary?

Answer: It preserves needed evidence, prevents premature destruction, controls accumulation and reduces storage cost through lawful disposal.

41. Which procurement-related records should the schedule cover?

Answer: Procurement and contract files, finance and payment records, disposal records, emails, databases, e-procurement records and related audit material.

42. How should electronic procurement records be preserved?

Answer: Capture them in official systems with metadata, access control, backups, format sustainability, integrity checks, retrieval and scheduled retention.

43. What is a legal or audit hold?

Answer: A suspension of scheduled destruction for records relevant to litigation, audit, investigation, complaint or claim until release is authorised.

44. How should closed procurement files be transferred to storage?

Answer: Confirm completeness, index and label them, record custody and location, protect confidentiality, set retention dates and maintain retrieval procedures.

45. A file is missing an evaluation report but contains an award letter. What should the PE do?

Answer: Investigate immediately, preserve remaining evidence, obtain an authentic authorised copy if available, record the incident and strengthen custody; the award letter does not cure the missing decision record.

46. An officer keeps procurement emails only in a private mailbox. What is the risk and remedy?

Answer: The record may be lost, inaccessible or altered. Capture relevant email in the official file or records system under institutional control.

47. How can audit findings improve institutional capacity?

Answer: Analyse root causes, target training and system changes, assign actions, track results and revise procedures rather than treating findings only as faults.

48. Design a quarterly internal procurement-monitoring report.

Answer: Report plan progress, methods, competition, cycle times, awards, contract performance, payments, variations, complaints, emergencies, records completeness, risks and corrective actions.

49. How do complete records support anti-corruption work?

Answer: They reveal decision sequences, relationships, deviations, payments and custody, allowing reviewers to detect patterns and prove or disprove allegations.

50. Prepare an integrated improvement plan for a PE with missing files and repeated audit findings.

Answer: Appoint accountable owners, inventory and reconstruct lawful records, standardise files, secure storage, train staff, monitor checklists, resolve findings, apply retention controls and report progress to the AO.

CHAPTER 12

Disposal of Public Assets

A Answers to True or False Questions

No.	Answer	Reason or Correction for False Answers
1	False	Competitive methods are normally required unless a lawful direct-negotiation ground is documented.
2	False	There must be an objective, documented basis such as obsolescence, surplus or uneconomic condition.
3	False	The prescribed immediate deposit and balance-payment conditions must be enforced.
4	True	
5	False	The entities must document assets, date, transport, handover and obligations.
6	False	They guide method selection, reserve prices, revenue forecasting and value-for-money review.
7	True	
8	True	
9	False	It must assess the evidence, classification, valuation and recommended method.
10	False	Conflicts must be declared and the official removed or otherwise managed.
11	True	
12	False	It must verify the asset's existence, identity, quantity and condition physically.
13	False	Identification discrepancies must be resolved to prevent loss or substitution.

No.	Answer	Reason or Correction for False Answers
14	True	
15	False	The method should be proportionate and cost-effective while remaining lawful.
16	False	The award and handover must match the approved lot and disposal documents.
17	False	Costs should be avoided except where donation is the only option and cheaper than destruction.
18	True	
19	False	Value, repair cost, demand and possible continued use inform the recommendation.
20	False	The Accounting Officer constitutes it under the prescribed procedure.
21	False	Environmental and health risks are material selection factors.
22	True	
23	True	
24	True	
25	False	It is used to offset acquisition of a replacement and must address both procurement and disposal.
26	False	It forecasts and coordinates disposal activities before execution.
27	True	
28	True	
29	False	It is a last resort for no-value, sensitive, unsafe or legally constrained assets.
30	True	
31	False	The disclosed reserve price remains fixed; failure to agree may require cancellation.
32	False	It is used only when payment cannot be obtained and transfer is not feasible.
33	False	Segregation of duties, receipts and reconciliation are required.
34	True	
35	False	The approved report is the procedural foundation for subsequent action.
36	False	Systematic planning improves control, timing, budgeting and auditability.
37	False	Quantity restrictions prevent commercial misuse.
38	True	
39	True	
40	True	
41	False	The PE must apply forfeiture or other stated remedies and re-dispose lawfully.
42	False	It still requires valuation, approved documents, negotiation records and award controls.
43	False	Legality, fairness, competition, safety, security, environment and accountability also apply.
44	True	

No.	Answer	Reason or Correction for False Answers
45	False	They help establish condition, repair history and whether continued maintenance is economical.
46	True	
47	False	Handover must follow the approved payment and contract conditions.
48	True	
49	False	Evaluation is price-only and negotiations are not permitted.
50	False	Inspection and recommendation should remain separate from financial receipt functions.
51	True	
52	False	The decision, provider, evidence and resulting asset or scrap must be controlled and documented.
53	True	
54	False	They must be receipted, deposited and accounted for under public finance rules.
55	False	It is a regulated governance and asset-management process under the PPDA framework.
56	True	
57	False	The User Department must submit a written request with inventory and supporting evidence.
58	False	It should contain planning, survey, valuation, approvals, solicitation, evaluation, contract, payment and handover evidence.
59	False	PPDAA may monitor, inspect, audit or investigate the entire process.
60	True	
61	False	Valuation should precede disposal and inform reserve and method decisions.
62	False	The Procurement Committee approves the appropriate method under the Manual.
63	False	It should be updated promptly after handover to maintain accurate custody records.
64	True	
65	False	The active register must be updated, while disposal history is preserved in records.
66	True	
67	False	Formal Accounting Officer approval and controlled execution are required.
68	False	Transfer is a non-commercial method aimed at continued public utility, subject to agreed terms.
69	True	
70	False	Assets must be for personal, non-commercial use within stated restrictions.
71	False	Financial accounting, register update, reporting and archiving must still be completed.

No.	Answer	Reason or Correction for False Answers
72	False	They must be archived under the applicable retention schedule.
73	True	
74	False	Where a provider or authority destroys the asset, a certificate forms part of the official record.
75	True	
76	True	
77	True	
78	False	The definition can include movable, immovable, tangible and intangible property with monetary value.
79	True	
80	False	Evaluation follows the disclosed price-based rules and eligibility requirements.
81	True	
82	False	Scrap may have market value and security or environmental risks requiring valuation and records.
83	True	
84	False	Competitive disposal requires adequate notice and equal access.
85	True	
86	True	
87	False	It requires justification and cost-benefit analysis and must preserve competition and value.
88	True	
89	True	
90	False	Legal or investigative restrictions must be resolved before disposal.
91	False	They remain part of the audit trail and justify the subsequent method.
92	True	
93	False	It must test accuracy, evidence, ownership and eligibility.
94	True	
95	False	Recipient, payment and handover information are core completion details.
96	False	Completion reporting should record challenges and improve planning, valuation and method selection.
97	True	
98	False	The stated donation-disposal rules exclude assets procured specifically for donation.
99	False	Data must be securely removed and security requirements satisfied before transfer.
100	False	Completion and quarterly reporting apply regardless of low value.

B Model Answers to Explanatory Questions

1. **Why is disposal a core public financial management function?**
   Answer: It controls how government assets leave custody, prevents leakage and hazards, recovers value and keeps financial and asset records accurate.
2. **What circumstances may justify disposal of a public asset?**
   Answer: Obsolescence, surplus, unsafe condition, expiry, damage, technological redundancy, uneconomic maintenance, unserviceability or being beyond repair.
3. **Which principles should guide disposal decisions?**
   Answer: Legality, transparency, fairness, competition, integrity, accountability, value for money, safety, security and environmental responsibility.
4. **Explain the purpose of the Board of Survey.**
   Answer: It independently verifies existence and condition, assesses value and disposal justification, recommends a method and creates the technical basis for approval.
5. **Prepare a Board of Survey inspection checklist.**
   Answer: Check description, serial or tag, quantity, location, custodian, register entry, condition, maintenance history, residual value, risks, photographs and recommended method.
6. **What should a Board of Survey Report contain?**
   Answer: Assets inspected, identification, findings, classification, justification, valuation information, risks, recommended method and signatures.
7. **Why must disposal be planned annually?**
   Answer: Planning coordinates asset reviews, valuation, budgets, methods, schedules and responsibilities and prevents uncontrolled ad hoc disposal.
8. **What belongs in an Annual Disposal Plan?**
   Answer: Asset list and categories, justification, estimated value, proposed method, timeframe, costs, responsible officers and status.
9. **How does timely disposal improve asset management?**
   Answer: It reduces storage and maintenance cost, prevents deterioration or misuse, improves space and supports accurate inventory and revenue forecasts.
10. **What documents should a User Department submit to initiate disposal?**
    Answer: Written request, inventory details, acquisition and custody data, maintenance or inspection records, justification, photographs and relevant technical evidence.
11. **What should the Procurement Unit verify before Board of Survey inspection?**
    Answer: Ownership, register accuracy, identification, classification evidence, completeness, current use, other public need, investigations, donor conditions and legal restrictions.
12. **What is the Procurement Committee’s disposal role?**
    Answer: Review the survey and valuation, approve or reject disposal, select or approve the method and ensure objective justification and compliance.

13. **How should a disposal method be selected?**
Answer: Assess value, condition, demand, competition, transaction cost, safety, security, environment, public utility and applicable regulatory conditions.

14. **Why is valuation required before disposal?**
Answer: It supports reserve prices, method choice, negotiation limits, revenue expectations and later assessment of value for money.

15. **When is public bidding appropriate?**
Answer: Where competitive written offers can reach the relevant market and provide transparent price comparison under standard documents.

16. **What controls should govern a public auction?**
Answer: Adequate notice and inspection, qualified auctioneer, bidder access, oral bid record, deposit and balance deadlines, receipts, forfeiture rules and handover after payment.

17. **When may direct negotiation be justified?**
Answer: Only under a permitted special circumstance such as unique market, security or public-interest need, supported by valuation, approval and records.

18. **What safeguards apply to sale of assets to public officers?**
Answer: Limit it to eligible low-value or job-use assets, publish access, use price-only evaluation, prevent commercial quantities, check the register and enforce payment.

19. **When is destruction an appropriate method?**
Answer: When no lawful reuse, sale, transfer, conversion or donation is feasible, or destruction is necessary for security, health, safety, legal rights or environment.

20. **How should destruction be documented?**
Answer: Record justification and valuation, Accounting Officer approval, provider selection where needed, witnessed execution, certificate of destruction and register update.

21. **What arrangements should be agreed before transfer to another PE?**
Answer: Exact assets and accessories, date, transport, custody, handover documents, condition, legal obligations and register actions for both entities.

22. **When may conversion or reclassification be useful?**
Answer: Where an unusable asset can gain value as parts, materials or scrap, or transformation is required for public-interest, security or environmental reasons.

23. **How should a conversion process be controlled?**
Answer: Approve the method, record pre-conversion identity and value, use a competent provider, witness and document output, value the converted item and maintain traceability.

24. **When is trade-in appropriate?**
Answer: When replacing an old asset and the exchange offers a demonstrable economic and operational benefit without weakening competition.

25. **Prepare a trade-in cost-benefit analysis.**
Answer: Compare normal purchase price, standalone sale proceeds and costs, trade-in discount, condition and reserve, transaction time, competition and lifecycle benefit.

26. Why must the trade-in reserve price remain fixed?

Answer: It protects the minimum recognised asset value and prevents negotiation from eroding public value after competition.

27. When may donation be used?

Answer: Only when payment cannot be obtained and transfer is infeasible, the recipient accepts conditions and donation is cost-effective.

28. What ethical risks arise in disposal?

Answer: Undervaluation, insider access, asset substitution, collusion, conflict of interest, diversion of proceeds and premature handover.

29. How should conflicts of interest be managed?

Answer: Require declarations, recuse affected officials, document the action, restrict information and investigate concealed interests.

30. What controls protect disposal revenue?

Answer: Official receipts, designated bank deposit, segregation of collection and reconciliation, prompt accounting and independent review.

31. Prepare a disposal-file checklist.

Answer: Include ADP, request, asset register, Board report, valuation, approvals, method justification, notices, bids, evaluation, award, payment, handover, completion report and register update.

32. How should security-sensitive ICT assets be disposed of?

Answer: Classify data, sanitise or destroy storage media using approved methods, document certification and control custody before sale, transfer or recycling.

33. What special considerations apply to hazardous assets?

Answer: Use competent authorities, legal environmental and health standards, secure storage and transport, protective measures and destruction or treatment certificates.

34. What is the purpose of a Disposal Completion Report?

Answer: It confirms the method, assets, valuation, recipient, proceeds, payment, handover, deviations and lessons for audit and reporting.

35. How should the Fixed Asset Register be updated?

Answer: Remove or reclassify the asset, record disposal method, date, reference, recipient and proceeds while retaining the historical audit trail.

36. What should quarterly disposal reporting cover?

Answer: Methods, asset types and numbers, values realised, cancellations or failures, challenges and completion status.

37. A winning buyer fails to pay. What should the PE do?

Answer: Apply the stated remedy, terminate or cancel the award, retain any lawful deposit, document the default and proceed to the next bidder or authorised method.

38. A ministry has serviceable surplus computers and another PE needs them. Which method deserves first consideration?

Answer: Transfer may preserve public utility and avoid new procurement, subject to verification, approval and a documented inter-entity agreement.

39. Expired medicines have no sale value. How should they be handled?

Answer: Use an approved controlled destruction method through competent health or environmental arrangements, with authorisation, witnessing and certification.

40. An old vehicle can be sold or traded toward a replacement. How should the choice be made?

Answer: Compare independent valuation, sale proceeds and costs, trade-in discount, competition, timing and lifecycle benefit using documented cost-benefit analysis.

41. Why should a failed disposal attempt remain in the file?

Answer: It explains method changes, demonstrates market response and preserves accountability for costs, decisions and any deposits or bids.

42. How can disposal planning reduce fraud risk?

Answer: It creates prior visibility, assigns roles, requires valuation and approval, supports competition and prevents sudden undocumented removal of assets.

43. Distinguish disposal by transfer from donation.

Answer: Transfer moves an asset to another PE for continued public use; donation gives it to an eligible recipient only when sale and transfer are not feasible.

44. Distinguish destruction from conversion.

Answer: Destruction eliminates the asset for safety or no-value reasons; conversion changes its form to create value or meet public-interest requirements.

45. What evidence should support handover of a sold asset?

Answer: Full payment, signed contract or receipt, asset identity, condition, date, recipient acknowledgement, authority and updated custody record.

46. How should PPDAA findings on disposal irregularities be addressed?

Answer: Preserve evidence, suspend risky action where needed, correct the process, recover assets or funds, discipline responsible persons and report implementation.

47. What lessons should be captured after disposal?

Answer: Accuracy of valuation, market response, method cost, competition, payment defaults, security or environmental issues, timing and improvements.

48. Prepare an end-to-end disposal sequence.

Answer: Identify and plan assets; initiate and verify; inspect and value; approve and select method; compete or execute; collect payment; hand over; report; update registers; archive.

49. How does responsible disposal strengthen public trust?

Answer: It shows that assets are not privately diverted, decisions are fair and evidenced, proceeds are protected and safety and public value are respected.

50. A PE proposes selling low-value chairs to staff. What checks are required?
Answer: Confirm method eligibility and valuation, advertise to eligible officers, use standard documents and price-only evaluation, apply quantity restrictions, check the sales register and collect payment before handover.