

スリランカ国

国家上下水道公社

スリランカ国  
国家上下水道公社業務最適化にかかる支援  
【有償勘定技術支援】  
プロジェクト業務完了報告書

平成26年3月

(2014年)

独立行政法人

国際協力機構(JICA)

株式会社コーエイ総合研究所  
アビームコンサルティング株式会社

南ア
JR
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## 略語・頭字語表

「研修提案」	社内研修実施に向けての提案書
「マニュアル」	改善された業務フローの記載を含む業務マニュアル
「問題点と改善案」	業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料
ADB	アジア開発銀行 Asian Development Bank
Add GM	副統括マネージャー Additional General Manager
AGM	統括マネージャー補佐 Assistant General Manager
ERD	対外調達局 Department of External Resources (of MOFP)
BDS	入札データシート Bid Data Sheet
GM	統括マネージャー General Manager
EOI	関心表明 Expression of Interest
ICTA	建設産業研修・振興研修所 Institute for Construction Training and Development
IFB	入札案内 Invitation for Bids
JICA	国際協力機構 Japan International Cooperate Agency
JPU	日本事業ユニット Japanese Projects Unit
MOFP	財務計画省 Ministry of Finance and Planning
MWSD	水道省 Ministry of Water Supply and Drainage
NWSDB	全国上下水道公社 National Water supply and Drainage Board
PAB	調達抗告審議会 Procurement Appeal Board
PC	調達委員会 Procurement Committee
PFD	公共財政局 Department of Public Finance (of MOFP)
PQ	事前資格審査 Pre qualification
RFP	提案要請書 Request for Proposal
TOR	業務指示書 Terms of Reference
SCAPC	内閣任命常任調達委員会 Standing Cabinet Appointed Procurement Committee
TEC	技術評価委員会 Technical Evaluation Committee

## 1. 業務の背景

スリランカ国では国家開発方針が「Mahinda Chintana Vision for Future 2010」により明示されており、このなかで上下水道は道路・電力に並ぶ重要なインフラ基盤の一つとされ、2020年までに上下水道普及率を65%、下水道普及率を7%にするという目標が掲げられている。<sup>1</sup>

同国の主要な上下水道は国家上下水道公社「National Water Supply & Drainage Board」(以下、NWSDB)により整備・運営事業が管理されており、海外からの開発援助(ODA)を主要な資金源として大規模インフラの整備が実施されている。当該ODAには、我が国の円借款も含まれており、貴機構についても主要ドナーの一つとしてこれまでに775億円を供与してきている。2013年現在で五つの事業(表1)が円借款により実施されており、NWSDBはその主要実施機関として詳細設計や入札補助等を行うコンサルタントの雇用や建設業者の選定等を含む、円借款事業に必要な調達業務を行っている。

表1 NWSDB スリランカで現在実施中の円借款による上下水道事業

事業名	借款契約額 (百万円)	借款契約日
アマラダブラ県北部上水道整備事業フェーズI	5,166	2013年3月14日
キャンディ市下水道整備事業	14,087	2010年3月26日
東部給水開発事業	4,904	2010年3月26日
水セクター開発事業(II)	8,388	2008年7月29日
水セクター開発事業	13,231	2007年3月28日
合計	45,776	

NWSDBはこの様に多額の資金を取り扱う立場であるものの、調達業務については遅延や情報管理体制の不備などが報告されており、それらが円借款事業の完成時期の遅延や、事業の質の維持に影響を与えるリスクが懸念されている。NWSDBの「2012~2016年の公社計画」においても調達業務に関する事項が事業リスクとして認識され、「調達業務プロセスの合理化」などの対応施策が提示されるといった状況が見受けられることから、調達業務に係る改善が急務となっている。<sup>2</sup>

<sup>1</sup> Department of National Planning Ministry of Finance and Planning “Mahinda Chintana Vision for Future 2010”

<sup>2</sup> National Water Supply & Drainage Board “CORPORATE PLAN 2012-2016”

## 2. 業務内容

前述の背景の下、NWSDB の円借款事業における調達能力の強化を図るべく以下の 4 項目を成果目標とする本業務が実施された。株式会社コーエイ総合研究所の堂屋光広およびアビームコンサルティング株式会社の牧高志が 2013 年 10 月から 2014 年 3 月までを履行期間として貴機構より業務委託を受けた。業務計画書は添付 1 のとおりである。

- 成果 1 : NWSDB の円借款事業の調達業務における業務プロセス上の課題が明らかになり、NWSDB 職員が課題について理解する。
- 成果 2 : 業務プロセス上の課題を踏まえ、改善された業務プロセスが提案され、NWSDB 職員が同業務プロセスに合意する。
- 成果 3 : NWSDB 職員の執務参考資料として、「改善された業務フローの記載を含む業務マニュアル」及び「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」が作成され、NWSDB のイントラネットでの公開及び内容の説明会の開催を通じ、プロジェクト実施後の NWSDB 内での資料の使用が担保される。
- 成果 4 : 改善された業務プロセスの実施を促進し、担当者の調達ガイドラインへのコンプライアンス向上を図るための「社内研修実施に向けての提案書」が作成され、NWSDB のイントラネットで公開される。

上記の成果中に記された成果品 3 点については、本報告書内では以下の略称を用いる。

「改善された業務フローの記載を含む業務マニュアル」→「マニュアル」

「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」→「問題点と改善案」

「社内研修実施に向けての提案書」→「研修提案」

なお上記の成果品 3 点は添付 2、添付 3、添付 4 のとおり作成された。

## 3. 実施工程

本業務の実施工程の概略を図 1 に示す。本業務従事者の現地・国内別作業実績については表 2 のとおりである。

図 1 作業工程表

年 月	2013			2014			
	10	11	12	1	2	3	
フェーズ	第一次 国内作業 (5日間)	第一次現地作業 (48日間)			第二次国内作業 (16日間)	第二次現地作業 (21日間)	第三次 国内作業 (8日間)
作業大分類	事前準備 (10/25開始 10/30終了)	NMSDBの現状業務プロセス分析及び 業務プロセス改善案の提案 (11/5開始2/12終了)			提案内容の可視化・マニュアル類の作成 (12月開始-2/12終了)	提案内容の可視化 - イントラ掲載 (2/12終了) - 業務説明会 (2/13実施)	プロジェクト完了 報告書作成(2/20開始 3/3終了)
作業 小分類	国内 作業	ランニング 及び協議 (10/25開始 10/30終了)			業務プロセス改善 促進のための社内研修 実施にかかる提案等 (11/29開始2/12終了)	業務マニュアルの作成 (12月開始2/12終了)	業務マニュアル改善・内部統制強化の各ポ イントにかかわる解説資料作成 (12月開始2/12終了)
	現地 作業	事前情報 収集及び 質問 (10/25開始 10/31終了)	現状業務プロセスの 確認(11/5開始 12/20終了)	業務プロセス 改善案の提案(11/13 開始2/12終了)	業務プロセス改善に 成方針策定(11/5開始 12/20終了)	社内研修実施に向けての提案書作成 (12月開始2/12終了)	業務プロセス改善に かかる社内研修の提 案(11/29開始2/12終 了)
		現状業務プロセスにおける 問題点 特定(11/5開始12/20 終了)	業務プロセス改善に かかる社内研修にかか る 情報収集と分析(11/29開 始2/12終了)	業務プロセス改善に かかる社内研修の提 案(11/29開始2/12終 了)	業務プロセス改善に かかる社内研修の提 案(11/29開始2/12終 了)	業務プロセス改善に かかる社内研修の提 案(11/29開始2/12終 了)	プロジェクト完了 報告書の作成 (2/20開始3/3終了)

表2 現地・国内別の作業実績

	作業区分		作業日数	作業時期
	現地作業			
堂 屋	現地作業	第1次派遣	48日	11月4日から12月21日まで
		第2次派遣	21日	1月25日から2月14日まで
	現地作業計(M/M)		69日(2.30 M/M)	
光 広	国内作業	1回目	5日	第1次派遣前
		2回目	16日	第1次派遣と第2次派遣の間
		3回目	8日	第2次派遣後
	国内作業計(M/M)		29日(1.45 M/M)	
総計(M/M)		98日(3.75 M/M)		

	作業区分		作業日数	作業時期
	現地作業			
牧 高 志	現地作業	第1次派遣	48日	11月4日から12月21日まで
		第2次派遣	21日	1月26日から2月15日まで
	現地作業計(M/M)		69日(2.30 M/M)	
国内作業	国内作業	1回目	5日	第1次派遣前
		2回目	16日	第1次派遣と第2次派遣の間
	国内作業計(M/M)		21日(1.05 M/M)	
総計(M/M)		90日(3.35 M/M)		

合 計	作業区分		作業日数	作業時期
	現地作業(M/M)	国内作業(M/M)		
現地作業(M/M)		138日(4.60 M/M)		
国内作業(M/M)		50日(2.50 M/M)		
総計(M/M)		188日(7.10 M/M)		

#### 4. 実施体制

本業務従事者は、NWSDB 本部3階に準備された執務スペースを拠点として所定の業務を遂行した。NWSDB の日本事業ユニットが主たるカウンターパート部署となり、関連部署、組織との面談手配、調達情報入手等の支援が行われた。日本事業ユニットの主要構成メンバーは以下のとおりである。

Mr. M.M. Umarlebbe, Assistant General Manager (Japanese Projects Unit)

Ms. R.D.V.K. Silva, Engineer (Japanese Projects Unit)

本業務の進捗状況については、NWSDB においては日本事業ユニットの直属上司である以下の副統括マネージャーへの報告、合意確認を得て行われた。

Mr. K.R. Dewasurendra, Additional General Manager (Water Supply Projects)

なお、本業務にかかるスリランカ側実施体制として、NWSDB の Chairman (総裁) を責任者とし、本業務に関連する部署の代表から構成される「業務プロセス改善タスクフォース」が組織されるとの情報があつたが、組織化には至らなかった。



## 5. 活動実績

以下、5段階の活動期間別に主な活動の内容と実績を示す。

### (1) 第一次国内作業 (2013年10月～11月初め)

この期間の主な業務内容は以下のとおりである。

- 業務計画書(和文)作成
- ワークプラン(英文)作成
- NWSDBへの質問書作成・発出
- 貴機構本部南アジア部との協議
- コンサルタントからの情報収集
- 参考情報入手、分析

業務従事者は「業務計画書」において本業務の進め方について提案し、貴機構の合意を得て最終化した。この業務計画に基づいて、スリランカ側に本業務を説明するための「ワークプラン」をパワーポイント様式で作成し、内容について貴機構の合意を得てNWSDBの日本事業ユニットに送付した。第一次現地作業の事前準備として、質問表(英文)を作成し、貴機構の合意を得て、日本事業ユニットに送付した。

またNWSDBの事業の工事監理を担当する以下のコンサルタント2社の東京本社を訪問し、調達における問題点についてヒアリングを行った。

(株)日水コン Assistant General Manager (Japanese Projects Unit)

海外事業部長 浅田一洋氏

事業推進部長 高澤徳洋氏

(株)エヌジェーエス・コンサルタンツ

技師長 美和彥男氏

技術二部部長 八木徹氏

技術二部シニア・エンジニア 渡部隆氏

### (2) 第一次現地作業 (2013年11月4日～12月21日)

この期間の主な業務内容は以下のとおりである。

- 貴機構スリランカ事務所との協議
- キックオフミーティング開催
- NWSDBの円借款調達業務内容の統計化
- 調達業務フロー図の作成
- NWSDB内の円借款事業担当エンジニアとの面談
- 水道省幹部との面談
- 財務計画省円借款担当者との面談

- アジア開発銀行の調達セミナー参加、調達担当者との面談
- NWSDBイントラネット確認
- 社内研修状況調査
- 現状業務プロセスの確認、問題点の特定
- 業務プロセス改善案の検討
- 「マニュアル」、「問題点と改善案」の作成作業
- プログレスミーティング

キックオフミーティングを 11 月 6 日に開催し、本業務に関与する可能性のある NWSDB 職員、管理職に対して、本業務の全体像や目的、実施体制などについて説明を行い、協力を仰いだ。なおキックオフミーティングでは Chairman の Mr. Karunasena Hettiarachchi が議長を務めた。

調達業務フロー図の作成にあたっては、まず現在の円借款事業による調達約 100 件を金額や担当する調達委員会のタイプなどから 9 種類に分類して、現行業務フローの推定図を作成した。関連部署でのヒアリングの際にこの推定図をもとに問題点の確認を行い、正確なフロー図を作成していった。

NWSDB 外の調達関係組織との面談については以下の担当者を訪問して行われた。

Ministry of Finance and Planning, Department of External Resource  
Mrs.Muditha Malkanthi, Director (Japan & Korean Division)

Ministry of Water Supply and Drainage  
Mr. A. Abeygunasekara, Secretary  
Mrs. T.D.Amarasinghe, Director (Procurement)  
Mrs. Mangallika, Additional Secretary (Technical)

NWSDB 内では調達に関連する部署の管理職、職員から多くのヒアリングを行った。面談を行った主要な担当者を以下に示す。

Mr. S.G.G. Rajakumar , AGM (NRW Reduction Section)  
Mrs. C.J.D. Perera, Project Directress, Kalu Ganga Water Supply Project  
Mr. U. Ratnapala, AGM (Planning & Designs Section)  
Mr. Thushantha Heenkenda, Chief Engineer, Water Loss Management Section  
Mr. R.S.C. George, Additional GM (Corporate Planning)  
Mr. B.S Wijemanna, DGM and Project Director, Greater Colombo Water Rehabilitation Project  
Mr. U.C. Pathirana, AGM (Planning & Design)  
Mr. P.H Sarath Gamini , Project Director, Greater Kandy Water Supply Project  
Mr. A.M. Abdul Rafeek, Deputy Project Director, Kandy City Wastewater Management Project  
Mr. R.A.A. Ranawaka, AGM (Tenders & Contract)  
Mr. R.M.A.S. Weerasena, DGM (Audit)  
Mr. D.b. Gunadasa, Project Director, Anuradhapura North Water Supply Project  
Mr. Ratmalana, Project Director, Eastern Province Water Supply Project  
Mrs. Priyanka, Chief Accountant, Finance Division

上記のヒアリングから得られた情報や、過去の調達関連書類を精査して得られた情報をもとに、現行業務フローを確認して、現行フロー図を完成させた。同じくヒアリングや書類精査を通じて得られた情報から、問題点を特定して改善案の検討を開始した。この作業により「問題点と改善案」の作成を開始した。また特定された問題点と、策定された改善案を織り込んだ、将来フロー図を作成した。現行および将来起こりうる調達を実務的に分類した結果、22種類の調達方法に分けることができ、それぞれの業務フロー図を作成し、そのフロー図をもとに「マニュアル」の作成を開始した。

アジア開発銀行（ADB）が開催した調達セミナーに12月17日に出席した。NWSDB以外にもADBローンによる道路、電力などのプロジェクトでの調達を担当しているスリランカ側の公社担当者を対象に、調達の遅延を減らす方策について議論するセミナーであった。セミナーでは以下のADB職員、担当コンサルタントと情報交換を行った。

Mr. Jagath Peththawadu, Procurement Specialist, Procurement Division 1,  
Operation Services and Financial Management Department  
Mr. KLL Premnath, Consultant

NWSDBのイントラネット状況については以下の担当者からヒアリングを行った結果、本業務による成果品が問題なくアップロードできるとの情報を得た。

Mr. Johns Chandradasa, Assistant General Manager (IT/ Infrastructure services)

NWSDBの社内研修状況については以下の担当者と面談を行い、調達業務に関連する既存の研修コースの実施状況、講師、教科書などの情報を入手した。この情報に基づき、「研修提案」の作成を開始した。

Mr. Jaliya Lalith Seekkuge, Assistant General Manager (Manpower Development and Training)

プロGRESSミーティングは12月20日にNWSDBのAdditional GM (Water Supply Projects)の執務室で行われた。出席者は以下のとおりであった。「マニュアル」、「問題点と改善案」のドラフトをもとに、第一次現地作業における成果報告を行った。

Mr. K.R. Dewasurendra, Additional General Manager (Water Supply Projects)  
Mr. M.M. Umarlebbe, Assistant General Manager (Japanese Projects Unit)  
JICA 調査団 堂屋、牧

### (3) 第二次国内作業 (2013年12月末～2014年1月24日)

この期間の主な業務内容は以下のとおりである。

- ・「マニュアル」作成
- ・「問題点と改善案」作成
- ・「研修提案」作成
- ・貴機構本部南アジア部との協議

第一次現地作業で得られた情報をもとに成果品の作成作業を行った。一部情報が未入手であったため、成果品のドラフトを貴機構に提出し、これに対するコメントを反映して成果品の作成を継続した。

#### (4) 第二次現地作業 (2014年1月25日～2月15日)

この期間の主な業務内容は以下のとおりである。

- ・「マニュアル」、「問題点と改善案」、「研修提案」の最終化作業
- ・NWSDBの調達担当マネージャー、IT担当マネージャー、研修担当マネージャー等からのヒアリング
- ・JICAスリランカ事務所への報告、ヒアリング
- ・水道省調達局長、内閣調達委員会委員長、財務計画省公共財政局長からのヒアリング
- ・業務マニュアル解説ビデオ作成
- ・イントラネットへの成果品のアップロード
- ・業務説明会の実施

第二次国内作業期間終了時点で貴機構の合意を得た成果品ドラフトを、第二次現地作業期間に最終化すべく、追加情報を入手した。以下の外部機関を訪れ、ヒアリングを行った。

##### Ministry of Water Supply and Drainage

Mrs. T.D.Amarasinghe, Director (Procurement)

##### Ministry of Power and Energy

Mr. M.M.C. Ferdinand, Secretary (as Chairman of SCAPC)

##### Ministry of Finance and Planning, Department of Public Finance

Mr. P. Algama, Director General

Mr. A. M. Asanga Dayarathne, Additional Director General

##### (株)エヌジェーエス・コンサルタンツ (カルガンガ水道事業コンサルタント)

Mr. John P. Brasier, 現地駐在プロジェクトマネージャー

執行役員プロジェクト管理部 大坂進一氏

NWSDB の調達関連部署からも引き続き、追加情報を入手した。NWSDB の以下の担当者と面談を行い、落札者が差し入れる履行保証についての問題点と改善案について合意を得た。

##### Mr. Dushmantha Thotawatte, Additional General Manager (Finance & Commerce)

業務説明会は2月13日に実施された。直前に開催時間が変更されたこともあり、当初予定したよりも少ない17名が参加した。そのうち貴機構スリランカ事務所からは3名のご出席をいただいた。出席者名簿は添付5のとおりである。業務説明会はNWSDB 経営幹部を代表して Additional GM (Water Supply Projects)が議長を務めた。業務説明会にて調査団は「マニュアル」

と「問題点と改善案」を NWSDB の調達業務に関連するマネージャーに説明し、内容について議長の了解を得た。

業務説明会の開催前に、成果品を NWSDB のイントラネットにアップロードした。またフローチャート修正の説明ビデオを作成し、成果品とともにアップロードした。このアップロードの時点以降に修正または最終化された成果品をアップロードできるように日本事業ユニットを指導した。

業務説明会の後、調査団は GM の Mr. B.W.R. Belasuriya と面談し、活動報告、成果品説明を行った。社内研修提案については実施を検討するという GM の了解を得た。

#### (5) 第三次国内作業 (2014 年 2 月 17 日～3 月 3 日)

この期間の主な業務内容は以下のとおりである。

- 貴機構本部南アジア部への報告
- 「問題点と改善案」、「研修提案」の最終化
- プロジェクト業務完了報告書作成

成果品の最終化作業を完了し、成果品の電子データを NWSDB 他、本業務関連組織に E メールで送付した。またプロジェクト業務完了報告書を作成し、貴機構に提出した。

## 6. 調達遅延の原因と改善案

関連資料調査、調達関係者との面談などにより示唆された調達遅延のおもな原因は以下のとおりである。

1. TECの組成、承認に時間がかかる
2. 入札者の過去の入札行動記録が残されていないため、不適格者が入札して入札審査、資格審査に時間がとられる。
3. 生産者が事前資格登録された調達品の項目が少ないため、入札審査に時間がかかる。
4. 調達パッケージの金額が細かくなると調達項目が増えて時間もかかる。
5. 入札者から適切な保証が適時に差し入れられないため手続きが遅れる。
6. 入札書類の不備が一因となり、不明点の解明が求められて時間をとられる。
7. 調達委員会、とくにSCAPCでの決定に時間がかかる。
8. 内閣承認の手続きは多くの署名と複数段階の確認が必要なので時間がかかる。
9. TEC委員が適切な入札評価報告書を準備するのに時間がかかる。
10. TEC委員が行う不明点の解明、説明に時間がかかる。
11. PC委員が不在等の理由で調達委員会の招集が遅れる。
12. 情報漏洩が一因となり抗告が申立てられると、抗告審議に時間がかかる。
13. 調達抗告審議会の審議では技術的判断や調達手続きの理解に時間がかかる。

本業務においては、さらに他の調達関係者からのヒアリングによるクロスチェックや、特定の調達業務においてファイルされている書類の内容、日付などを分析することにより、個別具体的な問題、原因を特定できた事例を中心に、「問題点と改善案」（添付3）が作成された。「問題点と改善案」で説明されている問題点と改善案の要約を表3に示す。

表3 問題点と改善案

調達手順全体に関わる問題	改善案
<p><u>並行作業により遅延を減らすことが認識されていない</u></p> <p>一部の調達工程は同時並行に進めることができるが、そのことが認識、共有されていないため、並行作業ができていないと時間ロスが生じることがある。</p>	<p>調達計画の段階で並行的に進められる作業を認識し、それを調達計画表のなかに表し、実施予定日情報をプロジェクト内で共有したうえで、調達工程をこなしていく。(経験のあるプロジェクト・ディレクターは並行作業を頭で理解して実行しているが計画表など外部に示す資料にそのことが適切に記載されている例はない。)</p>
<p><u>調達業務のモニタリングが不十分</u></p> <p>現行のモニタリングシートは特に共通の様式はなく、プロジェクトごとに異なるエクセル表様式に調達主要過程の名称、日付、処理日数などを記入したものが用いられている。並行作業工程や実施日などのデータをわかりやすく表示できるようにはなっておらず、調達工程の項目数も限られているため、細かな工程を綿密にモニタリングできるように作られていない。モニタリングの行為、結果の確認が不十分なので、調達業務の遅れを減らすためのフィードバックが生まれにくい。</p>	<p>「マニュアル」内に記載されているフローチャートを修正してモニタリング・シートを作成する。シート上で調達業務が可視化されており、工程、実施予定日、実際の実施日、遅れ日数などのモニタリングに必要な項目が同時に確認できる。調達業者が確定し JICA 同意が得られるまで日本事業ユニットとプロジェクト事務所とでモニタリング・シートを共有する。</p>
<p><u>調達業務のデータベース化、イントラネットでの共有が進んでいない。</u></p> <p>入札書類、契約書類、通信記録など調達に関する記録は紙ベースでプロジェクト・オフィス、入札担当 AGM などに分けて保管されており将来的には電子データ化されてイントラネットで共有されることが望ましい。「調達補助」ソフトウェアが近く導入される可能性があるが、このシステムによっても調達開始登録や限られた調達記録の共有化ができるのみである。</p>	<p>調達に関するデータを可能な限り電子データ化してイントラネットに載せて情報の共有化を進める。電子データ化できる情報としては、主要調達品の生産者資格事前登録、コントラクターの業務遂行結果、TEC 委員の実績などが考えられる。また調達モニタリング・シートにより個別の調達スケジュールを監理してイントラネット上で日本事業ユニット、プロジェクト・オフィス、経営幹部セクションなどで共有することも可能である。</p>

<p><u>情報保護管理が不十分なため入札情報が漏れている。</u></p> <p>PC 委員と TEC 委員は調達に関わる場合は文面で情報保護宣誓を行っているが、情報が漏れる場合がある。</p>	<p>段階を追ってコンプライアンス、情報保護管理システムを醸成していく。第一段階では行動規範、コンプライアンス規則などの基本ルール作り、第二段階ではルールの説明、浸透、コンプライアンス担当官の任命、第三段階では情報保護ガイドラインや書類管理ガイドラインの策定、第四段階では研修、監督官からの説明、第五段階では細かなルール作り、実践などを行っていく。</p>
<p><u>関係者が署名現場にいない場合に署名をとるまでに時間がかかる。</u></p> <p>入札審査など調達に関わる会議で、関係者が会議の開催される場所にいない場合には、会議の開催自体も遅れるし、一つの書類に複数のサインが必要な場合には、全部のサインを採り終えるまでに時間がさらにかかる。</p>	<p>電子署名システムを導入して、別の場所からでも迅速に署名ができるようにする。前もって委員に会議の予定を知らせておき、遅れのないように会議を開催する努力や、電話やテレビ会議で遠隔地にいる委員と連絡をとる試みは既に行われているが、会議での議決事項が有効になるためには署名は依然として必要である。スリランカでも電子署名を推進する政府機関ができており、技術、費用の面からも電子署名は実現可能である。</p>
<p>個別の調達手順に関わる問題</p>	<p>改善案</p>
<p><u>TEC の組成に時間がかかる。</u></p> <p>NWSDB から推薦する TEC メンバーについて、推薦人数の間違い、委員資格の確認漏れなどのささいなミスにより手続きが差し戻しとなって遅れを招いた例があった。</p>	<p>間違いが生ずる可能性のある項目を記載したチェックリストを作成して、TEC 組成依頼書に添付して承認プロセスに乗せる。</p>
<p><u>入札書類様式に不備があると、入札審査の段階で疑問点を解明する必要が出てきて、遅れにつながる。</u></p> <p>間違いが生ずる可能性のある項目を記載したチェックリストを作成して、TEC 組成依頼書に添付して承認プロセスに乗せる。</p>	<p>間違いが生ずる可能性のある項目を記載したチェックリストを作成して、TEC 組成依頼書に添付して承認プロセスに乗せる。</p>
<p><u>入札評価レポートが正確に作成されていないことが原因で TEC 委員が不明点の説明を求められて、遅れにつながることもある。</u></p> <p>入札審査の時点で TEC 委員が PC 委員に対して不明点の解明、説明を多く行えば行うほど、大きな遅れにつながる。</p>	<p>TEC 委員の候補者を選ぶ際に十分な知識を持った人を選ぶ。選ばれた TEC 委員は明確な審査ルールに則り、標準レポート様式を使ってミスのない評価レポートを作成する。一部の能力のあるエンジニアに TEC 業務が集中しないように候補者全体の能力を底上げするため、研修コースで入札評価を指導する。</p>

<p><u>履行保証差入れが遅れて、調達も遅れることがある。</u></p> <p>関連した3つの問題点が特定された。①スリランカ調達ガイドラインに記載されている保証証券の追加保証に該当する用語“confirmed”が不適切なために手続きが遅れることがある。②保証証券を入札者が NWSDB に差し入れるのではなく、銀行経由で NWSDB に渡すようにすれば NWSDB の確認業務の手間が省ける場合があるが、そのようにはなっていない。③外国の銀行が発行した保証証券にスリランカの銀行が追加保証をつけることは、スリランカの調達ガイドラインでは要求されているが、JICA のガイドラインによれば望ましくない行為である。</p>	<p>左記の問題点①についてはスリランカガイドラインで“guaranteed”などの適正な用語に変えることが望ましい。②については、入札者が NWSDB へ保証証券を提出するのではなく、銀行から NWSDB への直接通知する方法に変えることが望ましい。③については、外国銀行発行の保証証券に基づいて NWSDB が支払請求を行うも不払いとなっている事例があることから、現状 (JICA ガイドラインを適用しない) を継続することに異議を唱えるものではない。</p>
NWSDB 以外の組織での問題	改善案
<p><u>調達抗告審議会の審議能力の不足</u></p> <p>スリランカの調達ガイドラインで示されている審議期間の目安4週間以内に抗告が解決されることは少ない。抗告委員は前判事であるが調達手続きの知見が不足していることが審議遅延の一因である。</p>	<p>調達抗告委員会への調達案件に対する説明をプロジェクト・ディレクターや水省次官から入念に行い、目安期間内に審議期間を終えるための意識向上を促す。調達業務の専門家を調達抗告審議会のメンバーまたはアドバイザースタッフとして活用する。</p>
<p><u>内閣承認に時間がかかる</u></p> <p>多くの署名と複数段階の合意が必要で時間がかかるが内閣手続きを簡略化することは難しいとの指摘が多い。本業務における報告書においては注意喚起のために、この問題を指摘してほしい旨複数の関係者から依頼があった。</p>	<p>内閣承認のプロセス数を削減し、各プロセスには厳格な期限を設定するなどの措置が必要である。</p>

## 7. 社内研修提案

「円借款による調達業務の改善」につながる既存の社内研修の有無を確認し、調達業務の問題点の特定と改善案を考えることにより、NWSDB で今後必要とされる調達関連の社内研修の提案を本章で試みた。研修コースと調達業務との関連性については、研修コース名、人材開発および研修担当の統括マネージャー補佐（以降、研修担当 AGM と略す）からのヒアリング、研修の配布資料に拠り判断した。

また本業務で提案する社内研修の対象期間は 2015 年度とした。理由は本業務作業中の 2014 年 2 月時点では、研修担当 AGM によって 2014 年度の研修計画が間もなく策定される見込みとなっていたため、本業務による社内研修提案が反映される時期は 2015 年以降となることが想定されたからである。



## 7.1 既存の社内研修

NWSDB における社内研修を計画、開発、実行、管理しているのは、研修担当 AGM の部署である。社内研修が行われる場所はおもに NWSDB 本部近くにある NWSDB の別の建物内で、同ビルには研修用会議室のほかに IT 部門、漏水対策課、水質検査室などが入っている。また地方での研修の場合には NWSDB 地方事務所の会議室が使われることが多い。

2013 年度に計画された社内研修は、合計で 79 コースあり、NWSDB の分類によれば技術系研修が 33 コース、非技術系研修が 30 コース、コンピューター研修が 16 コースとなっている。これら 3 分野の研修コース名、受講対象者、研修日数、研修実施頻度は表 4、表 5、表 6 のとおりである。

年間の研修回数は計画ベースで技術系研修が 58 回、非技術系研修が 56 回、コンピューター研修が 41 回、合計で 155 回であった。研修 1 回あたりの参加人数は 20 人から 30 人程度が予定され、実際の出席率はおよそ 8 割ということである。

表 4 技術系研修一覧

番号	研修コース名	受講対象者	講習期間 (日)	年間開催数 (回)
1	配水システムの運用維持管理	エンジニア/エンジニア補佐	1	2
2	入札手続き、入札審査、調達ガイドライン	エンジニア/下水道職員/会計管理/用度品管理者	2	1
3	企画・開発活動	エンジニア	3	1
4	ポンプ選定、設置、試験	エンジニア(土木)	1	2
5	管路、構造算定準備	エンジニア補佐/エンジニア/積算士	3	2
6	土木工事標準検測方法	エンジニア補佐/エンジニア/積算士	3	2
7	廃水処理	エンジニア/エンジニア補佐	3	2
8	水道安全計画の意識向上	エンジニア/エンジニア補佐	1	2
9	電気技術者の再教育コース	エンジニア/エンジニア補佐	1	1
10	ポリエチレンパイプ敷設と給水管接続	エンジニア補佐/人夫	1	2
11	圧力下での水道本管からの汲み出し研修プログラム	エンジニア補佐	1	4
12	浄水工程	浄水場付き人夫	3	2
13	無収水戦略	エンジニア/エンジニア補佐	1	2
14	塩素ガス注入装置の維持管理と修理	エンジニア補佐/ポンプ操作員	3	3
15	廃水管理、下水管接続、料金、義務と責任	エンジニア/エンジニア補佐	1	2
16	微小トンネル技術を含む下水管敷設(パイプ破損水平掘削)	エンジニア/下水道職員	1	1
17	藍藻毒検出と藻類制御方法	水質検査技師	2	1
18	発電機の運転、維持管理	エンジニア/エンジニア補佐/浄水場技術員	1	3
19	電気・空気圧制御システム	エンジニア/エンジニア補佐/浄水場技術員	1	2
20	監視制御システムとPLCシステム	エンジニア	1	2
21	送風機、圧搾機、空気乾燥機	エンジニア/エンジニア補佐/浄水場技術員	1	2
22	水撃、ウォーター・サージ防御機器	エンジニア/エンジニア補佐/浄水場技術員	1	2
23	電気モータ制御装置と保護	エンジニア/エンジニア補佐/浄水場技術員	1	2
24	下水管清掃	人夫/下水道職員	1	1
25	機械工の再教育コース	機械工	1	1
26	流量計と水位計、レーザーディスク機器と無収水測定	エンジニア補佐	1	1
27	浄水場での浄水工程の問題解決	浄水場技術員	2	2
28	職員と現場安全管理の研修プログラム	職員/下水道職員	1	2
29	運転手のための交通規則と標識	運転手	1	2
30	土台設計	下水道職員	3	1
31	保水性構造体の設計	下水道職員	3	1
32	経営幹部のための熟知化コース	エンジニア/地質技師/水質検査技師	1	1
33	非経営幹部のための熟知化コース	エンジニア補佐/製図工/積算士	1	1
			合計	58

出所: NWSDB 情報に基づき JICA 調査団が編集

表5 非技術系研修一覧

番号	研修コース名	受講対象者	講習期間 (日)	年間開催数 (回)
1	経営能力開発・第一段階（経営能力と特殊指導力の概要）	経営幹部	1	1
2	経営能力開発・第二段階（動機づけとチーム組成）	経営幹部	2	3
3	経営能力開発・第三段階（時間管理、ストレス管理、変革管理、交渉技術）	経営幹部	2	3
4	業務能力評価と研修必要性評価	経営幹部	1	1
5	個人的身繕い、ビジネス・社交エチケット	経営幹部	1	1
6	効果的プレゼンテーション技術	経営幹部	1	1
7	生産性向上のための時間管理	混合	1	4
8	対人コミュニケーション技術	経営幹部	1	2
9	生産性向上	混合	1	4
10	監督管理	エンジニア補佐	1	3
11	管理手続きの意識向上プログラム	運転手	1	2
12	事務能力開発－第2段階	一般事務職	2	1
13	指導力とコミュニケーション	人夫監督	1	2
14	サプライチェーン管理	用度品管理者	1	1
15	用品と材料管理	用度係補佐/倉庫管理/用度係	2	2
16	用品と材料管理	エンジニア補佐	1	2
17	新規採用会計系の意識向上プログラム	経理担当	2	1
18	財務手続き	非財務系経営幹部	1	2
19	財務手続き	会計管理	1	2
20	経理担当の再教育コース	経理担当	2	2
21	出納系の再教育プログラム	出納係	1	2
22	財務会計における原価計算の重要性	会計管理	1	2
23	料金徴収・請求手続き研修プログラム	料金管理補佐/料金係/経理担当	2	1
24	料金徴収・請求手続き研修プログラム	料金管理業務管理者	1	2
25	料金徴収・請求手続き	エンジニア	1	2
26	メーター検針業務と検針員の責任	検針員	1	3
27	内部監査	内部監査役/監査役補佐/監査係	1	1
28	タミル語	混合	36.5	1
29	英語	混合	15.5	1
30	オリエンテーション・プログラム	混合	2	1
			合計	56

出所：NWSDB情報に基づきJICA調査団が編集

表 6 コンピューター研修一覧

番号	研修コース名	受講対象者	講習期間 (日)	年間開催数 (回)
1	オープンソース・ソフトウェア入門	混合	1	4
2	無収水削課スタッフのためのエクセル入門	混合	2	1
3	製図工のためのAutoCADの新たな特徴	製図工	1	2
4	地理情報検索システム研修コース	エンジニア/エンジニア補佐	3	1
5	SAP研修コース	エンジニア	2	2
6	ArcGIS研修コース	エンジニア	2	1
7	企画開発スタッフのためのWater CAD研修コース	エンジニア	2	2
8	シンハラ語コンピューティングのニーズに合わせてICTAが作成したシンハラ語ユニコードの使い方	混合	1	3
9	トラブル・シューティングとコンピューター維持管理研修	混合	2	1
10	ワードの再教育コース	混合	1	3
11	エクセルの再教育コース	混合	1	3
12	インターネットとEメール管理研修プログラム	混合	2	4
13	エクセル研修	混合	6.5	4
14	ワード研修	混合	5.5	4
15	コンピューターとウィンドウズOS研修	混合	3	4
16	コンピューターとオフィス研修	人夫監督	2	2
合計				41

出所: NWSDB情報に基づきJICA調査団が編集

研修期間は1日コースが最も多い。技術系研修 33 コースのうち 22 コース、非技術系研修 30 コースのうち 20 コース、コンピューター研修では 16 コースのうち 5 コース、全体では 79 コースのうち 47 コース、すなわち全体の 59%が 1 日コースであった。研修日程を長くすると学習内容も深まるが、現状では数日間連続で職場を離れて研修に参加することが困難な場合が多いため、1 日コースが多くなっている。

技術系研修のなかで調達業務改善と関連性の高いものは表 4 の 2 番にある「入札手続、入札審査、調達ガイドライン」コースである。この研修コースは実際には「調達管理」コースと「入札審査」コースの二つの研修コースに分けられて実施されており、両方とも一日の研修コースとなっている。

「調達管理」コースは調達業務の基礎知識を学ぶための入門研修である。この研修は 2013 年より実施されており、これまでに 2 回開催されて合計で約 70 名が受講した。このコースで学ぶおもな項目は以下のとおりである。

- 公共部門における調達の序論
  - 調達ガイドラインの顕著な特徴
- 入札書類の準備
- 入札計画と手続き
  - 計画
  - 手続き
  - コンサルタント選定

「入札審査」コースは2011年より実施されており、開催頻度は年間3回である。調達における入札手続きの特定の段階に焦点をあてた研修コースであり、2013年末までにおよそ300人がこの研修を受講した。受講者はおもにエンジニアと会計管理の資格保有者である。このコースで学ぶおもな項目は以下のとおりである。

- 入札書類の開封
- 入札予備審査と入札詳細審査
- 入札後資格審査
- 入札審査レポートの書き方

なお「調達管理」コースおよび「入札審査」コースで学ぶ項目には、コンプライアンスや内部統制は特に含まれていない。

非技術系研修コースの中では職員の業務基本能力を開発するコースであれば、調達業務改善に間接的に関連すると考えられる。例えば表5の7番にある「生産性向上のための時間管理」コースの研修項目は以下のとおりである。

- 時間とはなにか？
- 時間浪費が起こる共通の状況
- 時間浪費の理由（管理下手、運営下手、意思決定下手）
- 時間管理の基本
- 優先順位付け
- 5S（整理、整頓、清掃、清潔、しつけ）の概念
- 時間浪費の防止
- 仕事を先送りしない
- 何のために誰のために時間を使うのか？

上記の項目は、調達業務における生産性向上にも役立つと考えられ、この研修を今後も継続、活用することにより、調達業務の工程中に存在する「待ち時間」を短縮し、調達期間を早めることが可能と考えられる。<sup>3</sup>

研修担当 AGM によれば2014年度の社内研修計画は、2013年度計画から大きな変更はないとのことであった。調達関連の研修コースに関しては2014年の実施見込みは以下のとおりである。

- 「調達管理」コースは同様に実施される
- 「入札審査」コースは実施されない
- 「生産性向上のための時間管理」コースは同様に実施される

<sup>3</sup> 定量的なデータは得られていないが、時間管理能力、生産性向上意識の不足が、調達の遅れにつながる事例はNWSDB内でしばしば見られる。例えば金曜日にある工程が終わり、次の工程に移るために別の部署に行くためと担当者が不在ならば、結局その工程は次週から開始されることになってしまう。さらに祝日が絡むと遅れは一層長引く。NWSDB 調達関係者からのヒアリングではこうした事例が問題として認識されることはなかった。

## 7.2 社内研修提案

既存の調達関連の社内研修コースの実施状況と、調達に関連のある部署の職員などからのヒアリングによる情報を考慮した結果、2015年の調達関連の研修コースとして表7にある4コースを提案する。

表7 研修コース提案のまとめ

<b>1. 調達管理 (1日コース、年間受講者数 360人)</b>	
第1セッション:	公共調達の紹介—1時間
第2セッション:	戦略的公共調達 —1.5時間
第3セッション:	スリランカ政府公共調達ガイドラインにおける顕著な特徴—1.5時間
第4セッション:	スリランカ政府コンサルタント雇用ガイドラインにおける顕著な特徴—1.5時間
第5セッション:	日本のODAローン事業での調達ガイドラインとスリランカ政府ガイドラインとの比較—0.5時間
第6セッション:	よくある質問—0.5時間
<b>2. 入札審査—上級 (2日コース、年間受講者数 80人)</b>	
1日目	
第1セッション:	入札開封と入札評価(前回研修の復習)—2.5時間
第2セッション:	生涯費用を考慮した入札評価 —1.5時間
第3セッション:	入札評価の原則、判断基準と問題点—2時間
2日目	
第4セッション:	技術提案書と財務提案書の評価 —3時間
第5セッション:	入札評価レポートの書き方—1時間
第6セッション:	ケース・スタディ上級編—2時間
<b>3. 入札書類様式作成 (2日コース、年間受講者数 80人)</b>	
1日目	
第1セッション:	スリランカ政府、JICA、その他ドナーにおける標準入札書類の紹介—2時間
第2セッション:	物資、工事、非コンサルタント雇用のための入札書類様式の準備 —2時間
第3セッション:	ケース・スタディ(IFB, BDS, 契約データなど)—2時間
第4セッション:	事前資格審査手続きと書類準備 —2時間
2日目	
第5セッション:	ケース・スタディ(PQ書類)—2時間
第6セッション:	RFP書類の準備—2時間
第7セッション:	ケース・スタディ(EOI, TOR, RFPなど)—2時間
<b>4. 調達におけるコンプライアンス、内部統制、情報保護管理 (1日コース、年間受講者数 360人)</b>	
第1セッション:	導入部分—公共調達における倫理、内部統制、情報保護についてのスリランカ政府、JICA、その他ドナーの考え方—1.5時間
第2セッション:	公務員、供給者、コントラクターの役割、責任、行動規範 —2時間
第3セッション:	NWSDBにおける効果的なコンプライアンス・システム、内部統制、情報保護管理—2.5時間

## (1) 「調達管理」コース

このコースは現在実施中の同名コースと同じ内容で、調達業務を理解するための入門コースである。このコースは2013年より開始され、2013年には2回のコースでおよそ70名が受講した。2014年度はさらに2回か3回の実施が見込まれており、これによりさらに70名から100名程度が新たに受講するものと考えられる。よって2013年と2014年の2年間で合計140名から170名程度がこの講座を受講することになる。一方NWSDBの中で調達業務に関わるか、調達業務の知識が必要とされる職員数、すなわち「調達管理」コースの受講対象者と考えられる職員数は以下のとおり500人と推定される。

NWSDBのおよそ9000人の職員は最上を1、最下を15とする15の職階に分かれている。研修担当AGMによれば調達業務の一般知識が必要とされるのは階層1から4ないし5までと考えるのが妥当とのことである。階層1から4に属する職員数はおよそ300人である。また階層5にはおよそ400人が属している。すなわち階層1から5の職員数はおよそ700人である。階層4または5までの職員に調達業務の一般知識が必要ということは、300人または700人が対象ということになり、平均をとると500人となる。

「調達管理」コースは2014年を終えるまでに140人から170人が受講することになる見込みであるので、500人から140または170人を差し引いた人数、330人から360人が未受講者数ということになる。そこで360人を2015年以降の調達管理コースの受講者数と考えた。

## (2) 「入札審査－上級」コース

このコースは現行の「入札審査コース」の内容をさらに掘り下げて教えるコースである。「入札審査コース」は2011年に開始され、これまで年間3回程度実施されてきた。2013年末まででおよそ300人が受講している。研修課長によれば、この人数で現在NWSDBにおいて調達業務に係る管理職、職員はほぼカバーしたと考えられており、したがって2014年度には入札審査コースは実施されない予定である。「入札審査」コースは僅か1日で入札審査の主要項目についての知識を学ぶプログラムであるが、1日という時間的制約のため、詳細な知識を学ぶまでには至っていない。入札審査にあたってTECが的確な技術的判断を行い、その結果を適切な評価レポートにまとめることが必ずしもできていないことがしばしば指摘されている。この問題を解決するためには、TEC委員となりうるNWSDBのエンジニアなどの職員に対して、より詳細な入札審査研修を受講させることは有用である。

そこで「入札審査コース」の内容をさらに掘り下げて学ぶ「入札審査－上級」コースを設けて、「入札審査」コースをすでに受講したものを対象に受講させることを提案する。調達業務の専門的な知識の習得を目指しているため、受講対象者を、一般的調達知識の習得が求められる職員からより絞り込んだ80名とする。現在、TEC委員となりうるエンジニアや会計管理者の数はおよそ70名と考えられており、これに若干上乘せして80名を専門コースの受講対象者と考えた。

この研修コースは2日間とする。詳細な知識を伝えるコースとしてはできるだけ長い日数で少人数を対象とする研修が望ましいが、現状では3日以上連続で職場を離れて研修に参加することが困難な場合が多い。NWSDB 研修課長の意見もふまえると、2日間コースで、各コース20名程度の参加規模が妥当と考えられる。

### (3) 「入札書類様式作成」コース

NWSDB が作成する入札書類の様式に不備がある場合や、入札書類の内容が明確ではない場合に、応札者が作成する入札書類にも不明点が発生する場合がある。このような場合には調達委員会や技術評価委員会は入札書類の不明点を明確にしなければならない。このような不備、不明点の明確化には時間がかかるため、調達業務自体にも遅れが生じる。こうした入札書類作成時点での間違いを減らすために、「入札書類作成」コースを新たに開始することを提案する。受講対象者は「入札審査」コースの場合と同様、調達業務のより専門的な知識が求められ、TEC委員に選ばれる可能性のあるエンジニアや会計管理者とした。人数も同様に 80 名に絞り込んでいる。

### (4) 「調達におけるコンプライアンス、内部統制、情報保護管理」コース

コンプライアンスや内部統制に関しては、これまで NWSDB では、経営管理職、一般職など全ての職員を対象とした全社的な一般研修を実施したことはない。しかしながら、非技術系の社内研修の一部である新入社員研修、啓発研修、再教育研修、リーダーシップ研修、経営能力開発研修などのコースのなかでは、コンプライアンスや内部統制についても触れられたことはあるが、調達業務に特に関連して採り上げられたわけではない。

NWSDB の調達の遅延の原因のひとつとして、情報管理体制の不備が従来より指摘されている。そこで調達業務に関わる管理職と職員を対象として、コンプライアンスと内部統制の意識を植え付ける基礎となる社内研修コースを実施して、調達業務の改善につなげることを提案するものである。

このコースの受講者を 360 人 とする理由はこのコース内容が調達業務の基礎部分に関わることから、調達業務の一般知識が必要とされる職員向けに受講者対象を広く設定することが望ましいからである。調達業務の一般知識が必要とされる職員数は前述のとおり推定 500 人であるが、このコースと「調達管理」コースを併せて 2 日間コースの研修とする可能性もあるため、両方のコースの受講者数を同数の 360 人とした。

### (5) 研修実施スケジュール

4 つの研修コースを、2015 年に実施する場合のスケジュール案を図 1 に示す。

図 1 社内研修実施スケジュール

年	2015											
	1	2	3	4	5	6	7	8	9	10	11	12
調達管理	30	30	30	30	30	30	30	30	30	30	30	30
入札審査－上級	20			20			20			20		
入札書類様式準備		20			20			20			20	
調達におけるコンプライアンス、内部統制、情報保護管理	30	30	30	30	30	30	30	30	30	30	30	30

注：数字は各研修コースに参加する人数を表す。

研修一回あたりの受講者数を「入札審査－上級」コースと「入札書類様式作成」コースでは 20 人、「調達管理」コースと「調達におけるコンプライアンス、内部統制、情報保護管理」コースでは 30 人とし、同じコースの実施間隔が均等になるように割り振ってある。「調達管理」コースと「調達におけるコンプライアンス、内部統制、情報保護管理」コースを併せて 2 日間の 1 コースとすることも可能である。

表 8 調達業務に関連する部署

(6) 受講者の選び方

「調達管理」コースと「調達におけるコンプライアンス、内部統制、情報保護管理」コースの受講者 360 名は表 8 にある調達に関連する部署の長から推薦される職員が対象となる。表 8 の部署リストは過去に NWSDB で実施された調達業務関連の社内研修への受講者募集において、研修担当 AGM が調達に関連すると考え、受講者推薦を依頼した部署である。2015 年以降の調達関連研修コースの受講者を募る場合も同様の部署に推薦を依頼できる。またこの表に含まれていない部署であっても、調達担当 AGM と日本プロジェクト担当 AGM が適切と考えられる部署があれば、そこからも受講者推薦を受け付けるべきである。推薦人数が 360 名を上回った場合の受講順や、研修時期の選定については研修担当 AGM が調整するものとする。

「入札審査－上級」コースと「入札書類様式準備」コースの受講者 80 名についても表 8 にある部署から受講者推薦を受けるものとする。また表 7 に含まれていない部署であっても、調達担当 AGM と日本プロジェクト担当 AGM が適切と考えられれば、そこからも受講者推薦を受け付けるべきである。推薦される受講者候補は以下のいずれかの条件を満たしていることとする。こうして集められた受講者推薦リストに基づき研修担当 AGM が受講時期などを調整する。

- TEC委員の候補として調達担当AGMのデータベースに入っている上級管理職、エンジニア、会計管理職
- TEC委員の候補には含まれていないが、調達業務に直接関連しており、専門知識の習得が必要と考えられる職員
- 現行の「入札審査」コースをすでに受講した職員

No.	部署名
1	AGM( P&D Sewerage Section) NWSDB H/O
2	AGM( P&D), Ratmalana
3	AGM(F&C ) H/O
4	AGM(NC) ,Anuradhapura
5	Area Engineer's Office, Ja-Ela
6	Central Workshop , Ratmalana
7	Commercial Division, Ratmalana
8	Corporate Planning Division H/O
9	Deputy General Manager(North) ,Vavuniya
10	Development Office H/O
11	DGM (West- Prov) Office, Mulleriyawa town
12	DGM Office (West-Prov)
13	DGM(W/N)
14	Investigation Section, Ratmalana
15	IT Division, Telawala Rd, Ratmalana
16	Manager (O&M) Office, Kalutara South
17	Manager (TNC) Office, Kelaniya
18	Manager Office , Nupe, Matara
19	Manager Office ,Hambantotoa
20	Manager Office, Akkaraipattu
21	Manager Office, Dehiwala
22	Manager Office, Galle
23	Managers Office ,Panadura
24	Managers Office, Maharagama
25	Managers Office, Wellawatta
26	Mapping Section, Ratmalana
27	NWSDB ,Kegalle
28	NWSDB- RSC( UVA) Bandarawela
29	Office of the AGM, Ampara
30	P&D section H/O
31	R&D section
32	Regional Manager ,Vavuniya
33	Regional Office
34	Regional Office, Gampaha
35	Regional Office, New town, Ratnapura
36	Regional Support Centre
37	Regional Support Centre (East) Trincomalee
38	Regional Support Centre (Sabaragamuwa)
39	Regional Support Centre (WC) ,Rajagiriya
40	Regional Support Centre (Western - Cenral)
41	Regional Support Centre Matara (Southern)
42	Regional Support Centre(NWP), Kurunegala
43	Regional Support Centre, Mt. Lavinia
44	RM's Office, Kandy Road, Jaffna
45	RSC Office East
46	RSC Office, Matara
47	RSC(East), Trincomalee
48	Supplies Section, H/O
49	T&C section H/O



## (7) 研修講師の候補者

調達関連の社内研修の講師として考えられる人材は以下のとおりである。

- NWSDB内で調達経験の豊富な管理職やプロジェクト担当エンジニア
- 社外の調達コンサルタント
- 貴機構スリランカ事務所で調達業務を担当しているスリランカ人スタッフ

社内研修コースのうち、調達に関連する既存の二つのコースはいずれも同一の社外講師が担当している。NWSDB 内で調達経験の豊富な管理職や、プロジェクト担当エンジニアが講師になるという選択枝もあり、実際に研修講師となりうる有能なエンジニアも存在する。例えば調達担当 AGM、企画設計担当 AGM、円借款事業のプロジェクト・ディレクターなどである。しかしながら、そのような人材は本来業務が多忙であることが多く、研修講師としての時間を割くことが現実的に難しい。

現在、社外講師を務めている Mr. W. Ivan Tissera は、財務企画省の公共調達部門で長く調達業務の管理、指導にあたった後、昨年末に同省をリタイアして現在はフリーランスの調達コンサルタントとして活動しており、本業務で提案された研修内容で研修を行うことは可能である。またスリランカ建設産業研修・振興研修所(Institute for Construction Training and Development, ICTAD)やスリランカ内の複数の大学においては建設管理コースが存在しており、担当の教員が NWSDB の研修講師を引き受けることは可能と考えられる。

貴機構スリランカ事務所では複数のスリランカ人職員が NWSDB の円借款事業での調達業務を監理してきており、調達に関わる NWSDB の社内研修にこれらのスタッフが講師として参加いただくことは可能と考えられる。

## (8) 研修用教科書

現在の社内研修のコースにおいては特に教科書や参考資料を渡すという決まりはなく、講師により対応が異なっている。比較的多いのは、講師が自分で作成したパワーポイント資料の印刷版を配布資料として研修時に受講者に渡す方法である。現行の「調達管理」コースと「入札審査」コースにおいても、このような方法がとられており、実際の配布資料の内容もとくに問題はないので、提案された研修コースにおいても、講師が準備した配布資料を研修時に用いることは可能である。

本業務で作成された、「マニュアル」と「問題点と改善案」の一部を参考資料として社内研修に使用することも可能である。また貴機構の「円借款事業の調達およびコンサルタント雇用ガイドラインに係るハンドブック」も参考資料になりうる。社内研修の担当講師は、これらの資料を参照し関連部分を抜粋して研修に使用することが望ましい。

## (9) 研修場所

現在使われている NWSDB のトレーニングセンターを用いる。地方で実施する場合には地方事務所の会議室を用いる。

## (10) 費用見積り

4つのコースそれぞれの年間費用と総額費用の見積りを以下に示す。

### 「調達管理」コース

年間受講者数を360人とし、30人ずつが12回のコースに分かれて受講すると仮定する。また1コースの日程は1日で、外部講師の報酬は1日あたり35000ルピーとすると、当該コースの年間費用は42万ルピーとなる。 $(35000 \times 12 \times 1 = 420000)$

### 「入札審査－上級」コース

年間受講者数を80人とし、20人ずつが4回のコースに分かれて受講すると仮定する。また1コースの日程は2日で、外部講師の報酬は1日あたり35000ルピーとすると、当該コースの年間費用は28万ルピーとなる。 $(35000 \times 4 \times 2 = 280000)$

### 「入札書類様式準備」コース

年間受講者数を80人とし、20人ずつが4回のコースに分かれて受講すると仮定する。また1コースの日程は2日で、外部講師の報酬は1日あたり35000ルピーとすると、当該コースの年間費用は28万ルピーとなる。 $(35000 \times 4 \times 2 = 280000)$

### 「調達におけるコンプライアンス、内部統制、情報保護管理」コース

年間受講者数を360人とし、30人ずつが12回のコースに分かれて受講すると仮定する。また1コースの日程は1日で、外部講師の報酬は1日あたり35000ルピーとすると、当該コースの年間費用は42万ルピーとなる。 $(35000 \times 12 \times 1 = 420000)$

4つのコースの費用を合計すると年間140万ルピーとなる。この費用には研修に用いられる資料代、受講者への茶菓費、遠隔地からの参加者の交通費や宿泊費、無報酬の社外講師への心付けなどは含まれていない。

## 8. 今後の課題

前章に述べたように、本業務の成果目標4項目については達成されたと考える。イントラネットにアップロードされた成果品である「マニュアル」、「問題点と改善案」、「研修提案」について、今後の課題として留意すべき点を以下に示す。

### (1) イン트라ネット上での情報利用の定着化

本業務で作成された成果品は現在NWSDB内にある約2500台のコンピューターのうち、ネットワーク化されている約80台の端末からアクセス可能となっているが、円借款事業による調達に関わる職員すべてが最寄りのコンピューターから直接アクセスすることはできない。このため、現在ネットワーク化されているコンピューターにアクセスできる管理職やプロジェクトマネージャーの部署経由での情報利用を行うことになる。今回の成果品のイントラネットへのアップロードは本業務専門家の指導のもとに日本事業ユニットが行い、イントラネットアップロードやパスワードの関係先への通知についても日本事業ユニットが行ったが、NWSDBの

多くのマネージャー、エンジニアクラスが、現行のイントラネットシステムにより情報を入手した経験がまだないため、今後は NWSDB の情報技術課が中心となり、システムの使い方を周知させる必要がある。また NWSDB では「procurement assistant」など新たな調達情報管理ソフトを近く導入する可能性があるが、導入された場合は、同ソフトからも「マニュアル」「問題点と改善案」ファイルへのアクセスを可能とさせる必要がある。

## (2) 調達業務スケジュールとモニタリング

調達業務開始前の調達計画作成段階で、「マニュアル」による手続き確認、調達フローチャートへの予定日付、予定日数、日付のデータ入力方法については、「マニュアル」中に記載されている。さらにフローチャート修正の説明ビデオが作成され、成果品とともにイントラネットにアップロードされている。日本事業ユニットでは業務計画フローチャートとモニタリング用チャートの作成方法を習得済みであるが、プロジェクト事務所がこれらの様式を適切に作成、使用できるように日本事業ユニットから指導する必要がある。

## (3) 「マニュアル」の改訂

今回提出した「マニュアル」は現行のスリランカ調達ガイドラインと JICA 調達ガイドラインに基づいて作成されているが、今後これらのガイドラインが改定された場合、例えば、調達委員会の種類が変更された場合や、貴機構の同意事項が変更された場合などは、「マニュアル」修正の必要が出てくる可能性がある。「マニュアル」の変更については NWSDB の日本事業ユニットと調達課の両方の確認を得たうえで、日本事業ユニットが修正作業を行うことが望ましい。

## (4) 「問題点と改善案」の追加分析

「問題点と改善案」で指摘された以外にも調達上の問題点を探しだし、改善提案を提示して欲しい旨の希望が NWSDB より寄せられた。本業務においてはヒアリングなどで示唆された問題点に対して、調達過程でファイルされた書類の内容、日付などを分析することにより、個別具体的な問題原因を特定できた事例を中心に、「問題点と改善案」が作成された。調達関連書類を精査するには時間がかかるため、本業務では限られた調達案件の書類調査にとどまっている。さらなる問題点を具体的に指摘し、改善案を示すためには、過去の調達についてはより広範な書類精査が必要である。こうして追加特定された問題、その改善提案については、「問題点と改善案」ファイルの追加、改訂を行うか、その他のイントラネット上のデータベース上で情報共有されることが望ましい。現在進行中の調達については、問題点が特定され、改善案が提案されるたびにイントラネット上のデータベースに記録して、情報共有されることが望ましい。

## (5) 「研修提案」の実施

社内研修提案については、実施を検討するという GM の確認を得ているが、実際に 2015 年度の研修計画が策定される 2014 年末の時点で、担当課である研修担当 AGM において、その他の研修プログラムも含めて総合的に検討されることになる。提案された研修計画は、日程、場

所、内容など、既存の研修コースと比較しても特に問題となる要素はなく、十分に実施可能であるが、費用の問題が課題として残りうる。

提案された社内研修費用見積もりは全て社外講師報酬であり、標準的な報酬額を基準に算出されている。研修は NWSDB の自社トレーニングセンターで行われるため場所代はかからず、また受講者の交通費、研修中の茶菓費などは含まれていない。全体として年間 140 万ルピー（約 110 万円）の費用であるが NWSDB 内で予算が 2015 年までに確保されることが必要である。

また生産性向上、時間管理などの基本的ワーキングスキル向上のための研修については、現行の研修の継続が求められており、本業務において新たな提案は行われませんが、今後の貴機構と NWSDB のコミュニケーションや周辺組織からの情報入手を通じて、必要性が確認できれば支援を検討することも考えられる。

添付1

業務計画書

独立行政法人 国際協力機構

スリランカ国  
国家上下水道公社業務最適化にかかる支援  
【有償勘定技術支援】

業務計画書

平成 25 年 10 月

株式会社コーエイ総合研究所  
アビームコンサルティング株式会社

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## 1. 業務の概要

### (1) 業務の背景

スリランカ国では国家開発方針が「Mahinda Chintana Vision for Future 2010」により明示されており、このなかで上下水道は道路・電力に並ぶ重要なインフラ基盤の一つとされ、2020年までに上下水道普及率を65%、下水道普及率を7%にするという目標が掲げられている。<sup>1</sup>

スリランカの主要な上下水道は国家上下水道公社「National Water Supply & Drainage Board」(以下、NWSDB)により整備・運営事業が管理されており、海外からの開発援助(ODA)を主要な資金源として大規模インフラの整備が実施されている。当該 ODA には、我が国の円借款も含まれており、貴機構についても主要ドナーの一つとしてこれまでに775億円を供与してきている。2013年現在で五つの事業(表1)が貴機構の円借款により実施されており、NWSDBはその主要実施機関として詳細設計や入札補助等を行うコンサルタントの雇用や建設業者の選定等を含む、円借款事業に必要な調達業務を行っている。

表1 NWSDB スリランカで現在実施中の円借款による上下水道事業

事業名	借款契約額	借款契約日	事業実施者
アムラダブラ県北部上水道整備事業フェーズI	5,166 百万円	2013年3月14日	上下水道省*
キャンディ市下水道整備事業	14,087 百万円	2010年3月26日	NWSDB
東部給水開発事業	4,904 百万円	2010年3月26日	財務計画省、NWSDB
水セクター開発事業 (II)	8,388 百万円	2008年7月29日	NWSDB
水セクター開発事業	13,231 百万円	2007年3月28日	NWSDB

出所：JICA資料より編集

\* 資料によれば上下水道省が事業実施者となっているがNWSDBの実施分が含まれているか要確認

NWSDBはこの様に多額の資金を取り扱う立場であるものの、NWSDBの調達業務については遅延や情報管理体制の不備などが報告されており、それらが円借款事業の完成時期の遅延や、事業の質の維持に影響を与えるリスクが懸念されている。同公社の「2012~2016年の公社計画」においても調達業務に関する事項が事業リスクとして認識され、「調達業務プロセスの合理化」などの対応施策が提示されるといった状況が見受けられることから、調達業務に係る改善が急務となっていると言える。<sup>2</sup>

このような状況において、貴機構が今後も継続的にスリランカの上下水道セクターを支援し、円借款事業の支援効果を迅速かつ適切に発現させていくためには上下水道セクターの円借款事業で中心的な役割を担うNWSDBの調達業務において、業務の遅延や情報管理体制の不備を引き起こしている具体的な課題を洗い出し、課題に対応する業務プロセス改善案を提示することは非常に重要である。またNWSDBが改善案を確実に実施し、その円借款業務が適切かつ円滑に進むことが期待されている。このような背景のもと、事業体における業務プロセス改善を含む経営改善に知見及び経験を有する専門家を派遣し、NWSDBの円借款事業監理における実施能力の強化を図るべく本業務が実施されるものである。

<sup>1</sup> Department of National Planning Ministry of Finance and Planning “Mahinda Chintana Vision for Future 2010”

<sup>2</sup> National Water Supply & Drainage Board “CORPORATE PLAN 2012-2016”



## (2) プロジェクト・デザイン・マトリックス

本業務の概要は、表2のプロジェクト・デザイン・マトリックスのように想定される。

表2 本業務のプロジェクト・デザイン・マトリックス(活動と投入を除く)

プロジェクトの要約	指標(案)	指標データ入手手段	外部条件
上位目標： NWSDBの能力向上を通じ、上下水道整備にかかる円借款事業の迅速化及び適切な効果の発現を促進し、もってスリランカにおける居住環境の改善に貢献する。	1 円借款事業の調達業務において従来生じていた遅延例が本プロジェクトの成果により改善される場合の削減日数の推定値	1-1 調査団により推定された削減日数値 1-2 上記値に対するNWSDBタスクフォースの合意報告	・スリランカの上下水道整備において主要な事業実施機関は引き続きNWSDBである。
プロジェクト目標： NWSDBが実施する円借款事業の調達業務において、適用が求められる調達ガイドラインを踏まえ、内部統制強化を意識した業務プロセスの改善を行う。	1 円借款事業の調達業務に関する業務マニュアルの作成 2 業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料の作成 3 上記2種の資料のNWSDBイントラネットでの公開 4 上記2種の資料の内容説明会の開催	1 円借款事業の調達業務に関する業務マニュアル 2 業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料 3 上記2種の資料のNWSDBイントラネットからのプリントアウト 4 上記2種の資料の内容説明会の参加者名簿	・NWSDBの円借款事業での調達業務に係わる組織形態が大きく変更することはない。
期待される成果： 1. NWSDBの円借款事業の調達業務における業務プロセス上の課題が明らかになり、NWSDB職員が課題について理解する。	1-1 円借款事業の調達業務に関する現行業務フロー図の作成 1-2 業務プロセス問題点・内部統制問題点一覧表の作成 1-3 上記2種の資料に対するNWSDBタスクフォースの合意	1-1 業務フロー図 1-2 業務プロセス問題点・内部統制問題点一覧表 1-3 NWSDBタスクフォースの合意報告	【前提条件】 ・業務プロセスタスクフォースがNWSDB内で2013年10月末までに形成される。 ・NWSDBのイントラネットが円借款事業の調達業務に関わる職員全てによってアクセス可能である。
2. 業務プロセス上の課題を踏まえ、改善された業務プロセスが提案され、NWSDB職員が同業務プロセスに合意する。	2-1 円借款事業の調達業務に関する業務フロー図(案)の作成 2-2 業務プロセス改善ポイント・内部統制強化ポイント(案)の作成 2-3 上記2種の資料に対するNWSDBタスクフォースの合意	2-1.業務フロー図(案) 2-2. 業務プロセス改善ポイント・内部統制強化ポイント(案) 2-3. NWSDBタスクフォースの合意報告	
3. NWSDB職員の執務参考資料として、「改善された業務フローの記載を含む業務マニュアル」及び「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」が作成され、NWSDBのイントラネットでの公開及び内容の説明会の開催を通じ、プロジェクト実施後のNWSDB内での資料の使用が担保される。	3-1 円借款事業の調達業務に関する業務マニュアルの作成 3-2 業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料の作成 3-3 上記2種の資料に対するNWSDBタスクフォースの合意 3-4 上記2種の資料のNWSDBイントラネットでの公開 3-5 上記2種の資料の内容説明会の開催	3-1 円借款事業の調達業務に関する業務マニュアル 3-2 業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料 3-3 上記2種の資料に対するNWSDBタスクフォースの合意報告 3-4 上記2種の資料のNWSDBイントラネットからのプリントアウト 3-5 上記2種の資料の内容説明会の参加者名簿	
4. 改善された業務プロセスの実施を促進し、担当者の調達ガイドラインへのコンプライアンス向上を図るための「社内研修実施に向けての提案書」が作成され、NWSDBのイントラネットで公開される。	4-1 社内研修実施に向けての提案書の作成 4-2 上記提案書に対するNWSDBタスクフォースの合意 4-3 上記提案書のNWSDBイントラネットでの公開	4-1 社内研修実施に向けての提案書 4-2 NWSDBタスクフォースの合意報告 4-3 上記提案書のNWSDBイントラネットからのプリントアウト	

### (3) 業務の範囲

円借款事業は、貴機構が開発途上国に開発資金を貸し付けることにより、インフラ等の経済社会基盤整備を含む、開発途上国の発展への取り組みを支援するものである。本業務の対象機関である NWSDB を含む円借款事業の実施機関は、日本政府と先方政府の借款契約締結後、かかる事業の完成に向けて、コンサルタントや建設業者の選定を含む調達業務を実施する。

本業務の範囲は、上下水道セクターにおける円借款事業の主な実施機関である「NWSDB の円借款事業における調達業務の改善支援」となる。本業務により NWSDB が実施する円借款事業の迅速化及び適切な効果発現が図られ、上記範囲の範囲内において内部統制強化を踏まえた業務プロセスが改善される。

NWSDB の円借款事業における調達業務は、①詳細設計、入札補助、施工監理を行う「コンサルタントの雇用」、②「建設業者の選定」、③「コンサルタント・建設業者等に対する支払い手続き」を含む業務となる。業務プロセス改善案の提案に当たっては、この三つのプロセスを対象とした詳細分析が行われる。

### (4) 関係機関

業務に係わるスリランカ側関係機関、調査対象機関として考えられるのは下記のとおりである。

- 国家上下水道公社 (NWSDB) : 本業務の支援対象機関で主要な上下水道の整備事業及び運営維持管理を所管する公社 (上下水道の一部には、地方行政が管理しているものもある)。
- 上下水道省 (Ministry of Water Supply and Drainage : MWSD) : NWSDB を管轄する中央省庁。
- 財務計画省 (Ministry of Finance and Planning) : 公共調達に関する国内制度を管理する中央省庁。公共調達の主幹部門は同省財政局 (Department of Public Finance: DPF) であり、2008 年に National Procurement Agency (NPA) が廃止され DPF が引き継いでいる。
- コンサルタント認定委員会 (Consultant Procurement Committee: CPC) : 公共調達におけるコンサルタント選定を行うべく組織される委員会。調達金額、方法により構成要件が異なる。例えば技術・価格評価による 2 億ルピー以上の国際調達の場合の構成メンバーは、関係省庁、公社の代表職員等で、財務計画省により任命される。
- 入札委員会 (Procurement Committee: PC) : 建設工事、物品、サービスの公共調達における入札を管理すべく組織される委員会。調達金額、方法により構成要件が異なる、例えば技術・価格評価による 5 億ルピー以上の建設工事の国際調達の場合、構成メンバーは、関係省庁、公社の代表職員等で、財務計画省により任命される。
- 技術委員会 (Technical Evaluation Committee: TEC) : 入札委員会に設計・建設等にかかる技術的なアドバイスを行うべく組織される委員会。構成メンバーは上下水道関連事業の場合は NWSDB の代表職員等。
- コンサルタントと建設業者 : 表 1 にある円借款による上下水道事業の設計・工事監理

等に従事しているコンサルタントと建設を請け負う建設業者は、支払請求に係わる書類を NWSDB に提出し、それに基づき円借款の貸付が実行されるため、NWSDB の調達業務の問題点を認識していると考えられる。

本業務における業務プロセス改善の対象機関は、NWSDB である。他方、円借款の調達業務における業務の遅延及び情報管理体制の不備等の問題は、NWSDB のみでなく、CPC や PC など、NWSDB 以外の組織が業務実施者となる業務プロセスに起因することも想定される。これに関し、本業務では原則として、NWSDB が主体となって取り組むことで業務プロセス改善が行える事柄についてのみ提案を行うこととする。NWSDB 以外の機関が主体となって取り組む必要のある業務プロセス改善案の提案は行わないが、NWSDB の業務プロセスの改善に当たって NWSDB 以外の機関が取り組むべき業務改善が重要と判断される場合は、コンサルタントは貴機構に相談のうえ、改善案を提案するかどうか決定する。

他方、原則として NWSDB 以外の機関に対する改善案の提案は行わないものの、NWSDB の円借款事業の調達業務におけるボトルネックを明らかにする必要があることから、「NWSDB が行う円借款事業の調達業務」のスキームの範囲内において NWSDB 以外の機関が主体となって行っている業務の内容確認及び課題特定は行うこととする。NWSDB に起因しないこれら機関の業務における課題特定の結果は、プロジェクト成果品の一つである「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」に別添等としてまとめる。

なお、本業務にかかるスリランカ側実施体制として、NWSDB 内に NWSDB の Chairman（総裁）を責任者とし、本業務の想定関連部門の代表から構成される「業務プロセス改善タスクフォース」が形成される。同タスクフォースは、コンサルタントとの打ち合わせへの参画を含む業務支援に当たる。成果品の最終的な確認・承認については、総裁、General Manager（統括マネージャー）、上水担当・下水担当・コーポレートプラン担当の各 Assistant General Manager（統括マネージャー補佐）を含む 5 名にて行う想定となっている。5 名はいずれも同タスクフォースの参画メンバーとなる。

さらに貴機構南アジア部において、コンサルタントの業務実施方法及び成果品の作成方針にかかる協議等を通して、必要なお支援がいただけると理解する。また現地業務に当たっては、貴機構スリランカ事務所において、必要に応じて円借款事業の実施監理手法やスリランカにおける実施機関や調達制度など、業務にかかる基礎情報のご提供、ご支援がいただけるものと理解する。

#### (5) 参照するガイドラインと資料

NWSDB の円借款事業における調達業務は、以下の文書に準拠しているため、当該文書を基に業務プロセスの現状分析を行うこととする。

- 貴機構作成の「円借款事業のためのコンサルタント雇用ガイドライン」（以下、JICA コンサルタント雇用ガイドライン）
- 貴機構作成の「円借款事業のための調達ガイドライン」（以下、JICA 調達ガイドライン）

- National Procurement Agency 作成の “Guidelines - Selection & Employment of Consultants” (以下、スリランカコンサルタント雇用ガイドライン)
- National Procurement Agency 作成の “Procurement Guidelines - Goods & Works” (以下、スリランカ調達ガイドライン)
- National Procurement Agency 作成の “Consulting Services Manual” (以下、スリランカコンサルタント雇用マニュアル)
- National Procurement Agency 作成の “Procurement Manual” (以下、スリランカ調達マニュアル)

業務プロセス改善、特に内部統制強化を実施するに当たっては、NWSDB の現状業務が上記ガイドラインに沿ったものであるかを確認し、上記を的確に遵守するための仕組みづくりを行う。

また、貴機構では、2007年までに円借款事業の調達業務にかかるセミナー（財務計画省共催）を2、3年に1度の頻度で開催され、また昨年度には南アジアを対象とした「南アジア地域公共調達制度・能力に関する情報収集・確認調査」を実施され、同調査内では、NWSDBを対象とした5日間に渡る円借款の調達業務に係るセミナーが実施されている。これら、貴機構によるこれまでの支援によって実施されたセミナーや調査結果等についても本業務における現状分析のインプットとして活用する。

## 2. 業務の実施方針

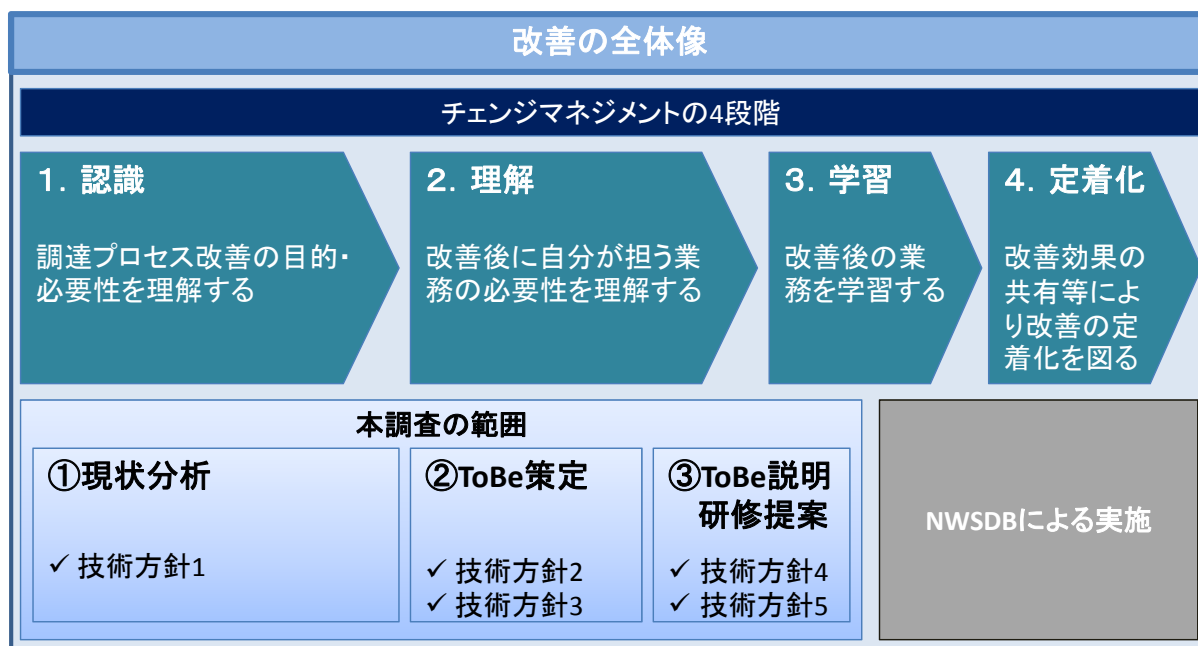
### 2.1 業務実施の基本方針

業務改善を実施する場合、業務プロセスのみが改善対象とされがちであるが、その業務に携わる人員についても同時に意識改革を行わないと絵に描いた餅になってしまう可能性が高いと言われている。

業務改善の分野では、人が業務改善を受け入れるまでには図1に示されるように4つの段階を経る必要があるとされており、各段階において人が改善をスムーズに受け入れられるようにする施策として意識改革（以下、チェンジマネジメント）という概念がある。<sup>3</sup> 本技術支援業務も業務改善を目的としたものであるため、当該4つの段階を基本とした人材面の意識改善についても留意したうえで、以下の5つの基本方針により業務を実施することとする。

<sup>3</sup> アビームコンサルティングら著「EAMの基本と仕組みがよ〜くわかる本」秀和システム 2009年

図1 業務改善の全体像における本業務の範囲



### 方針1 組織レベルと業務レベルの2階層に分けた現状分析の実施

一般的に業務における問題点は、業務プロセス等の業務レベルで認識されやすいものの、それらは組織分掌や組織規程といった組織レベルを根本原因としたものであることが多い。言い換えると、良質な業務プロセスを整備しても、組織レベルが不完全であると問題は解決されないのである。そのため、業務改善における現状分析に際しては、組織レベルと業務レベルの2階層について分析を行う（詳細については、「2.2 業務実施の方法、(2) 現状分析」にて記載）。

### 方針2 「業務の迅速化」と「内部統制の強化」のバランスを考慮した業務フローの作成

改善された業務フロー（To-Be 業務フロー）の設計においては、業務の迅速化、内部統制の強化という2つの視点をもって検討する。但し、業務の迅速化と内部統制の強化は、「a. 業務の迅速化を追求するあまりに、内部統制上、必要な行為が省略される」、「b. 内部統制を強化するあまり、過度な統制行為を設計し、効率性が阻害される」、などのように、相反する性質を持つため、両者のバランスを考慮したうえで改善策の提案を行う（詳細については、「2.2 業務実施の方法、(4) 改善された業務フロー（To-Be 業務フロー）の検討」にて記載）。

### 方針3 業務が可視化するための業務マニュアルの作成

改善された業務フロー（To-Be 業務フロー）の作成にあたっては、「業務を可視化」することが重要な目的となる。そのため、業務担当者が理解し易いように一定のルールのもとで作成され、且つ、そのルールについて業務担当者の理解を得ていることが必要となる。また将来、業務フローがさらに変更された場合には、NWSDB 自身が技術的に文書内容の変更を行えることを想定する。

- a. 各業務フロー図で表現する対象業務を明確にする
- b. 業務フロー内の作業単位（以下、ステップ）の区切り方を明確にする
- c. 用語の統一（同一の事物に対しては、同一の表記を用いる）
- d. 5W1H（誰が、いつ、どこで、何を、どうする）を明確にする  
（Why については必要な場合のみ記載する）
- e. 内容変更が必要な場合の方法（使用ソフト、変更方法）を明確にする

方針3をふまえた業務実施の方法については、「2.2 業務実施の方法、(5) 業務マニュアルの作成」にて記載。

#### **方針4 業務説明会、業務プロセス改善・内部統制強化の各ポイントに係る解説資料の作成**

業務改善を成功させるためには、業務担当者に改善後のプロセスの内容及びその必要性について理解してもらうことが重要である。とくに必要性に対する理解が薄い場合、慣れた従来の業務へ勝手に戻ってしまう懸念が高い。このため、改善案の説明については、以下の点に留意して資料作成および業務説明会を実施する。

- ・ 改善の理由(当該手続きを正しく実施しない場合に懸念されるリスク等)を明確にする
- ・ 図解を含める等、解説資料の見易さ、理解し易さを十分に考慮する
- ・ 貴機構及びNWSDBと十分な協議を行い、両機関の合意を経て内容を確定していく

方針4をふまえた業務実施の方法については、「2.2 業務実施の方法、(6) 業務プロセス改善・内部統制強化の各ポイントに係る解説資料の作成、(7)業務説明会の実施」にて記載。

#### **方針5 定着化に留意した社内研修実施提案書の作成**

チェンジマネジメントの考え方では学習の次の段階として「定着化」を設け、フォローアップをとくに重要視している。そのため、本業務では研修を導入研修とフォローアップ研修の2つに大別して提案する方とし、以下の点に留意した上で成果品として取りまとめる。当該提案書の作成にあたっては以下の点について留意する。

- ・ 現状業務における課題分析、改善案等を踏まえた上で、実施計画案を具体的に作成し、NWSDBが本提案を用いることで社内研修の実施が可能となるよう工夫する。
- ・ 既存の社内研修（非技術系）で実施している講義の活用を視野に入れる。
- ・ 社内研修の提案項目及び実施方法については、時期、実施頻度、講師、資料、場所、対象者等、NWSDB及び機構と協議を行った上で策定を行う。

また、定着化の観点から、業務内容が適時に確認でき、必要に応じて文書内容を変更できる体制の確保が重要となるため、業務マニュアルのイントラネットへの掲載、業務マニュアルの問い合わせ窓口設置、FAQ4配布などの施策についても併せて提案する。

方針5をふまえた業務実施の方法については、「2.2 業務実施の方法、(8) 社内研修実施に向けての提案書の作成および(9) プロジェクト成果品のイントラネットでの公開」にて記載。

## 2.2 業務実施の方法

### (1) 業務実施計画の検討

本業務開始後速やかに、スリランカ側関係者と本業務の内容について合意を得ることが必要である。具体的には以下に記載する事柄を含むワークプランを、本業務計画書をベースとして作成し、パワーポイントにまとめ、貴機構と協議し、承認を得た上でスリランカ側関係者へ説明し、合意を得る。

- ✓ 業務基本方針
- ✓ スコープ
- ✓ 業務内容
- ✓ 業務工程計画
- ✓ 成果品
- ✓ 業務を効率的に進めるための施策
- ✓ 関係機関への協力依頼事項
- ✓ 貴機構との協議・確認が必要な事項及びそのタイミング

また、業務を効率的に遂行するためには、本件に関与するメンバーが各々、本件の全体像を理解し、各自の役割やタスク・スケジュール等を認識した上で、担当業務に従事し、有効に機能することが必要となる。

そのためには、貴機構やNWSDBと協議の上、NWSDBタスクフォースメンバーや関与組織（国家上下水道省、財務計画省、コンサルタント認定委員会、入札委員会、技術委員会）も含んだ体制図、タスク・スケジュール、成果品一覧（タイミング・内容を含む）について、実施計画をより具体的な内容へ落とし込む形で作成し、実施体制等を明示し、関係各組織へメンバーの関与割合の説明や、窓口担当者の選定依頼などを実施する。

本件開始後、可能な範囲で速やかにキックオフミーティングを開催し、関与メンバーに対して、本件の全体像や目的、上述のドキュメントを用いた実施体制について説明し、共通認識を醸成した上で、本件が開始されるようにすることが重要である。

また、本業務をスムーズに開始するための具体的な準備内容としては、スリランカ上下水道セクターの現状や、公共調達の仕組み、円借款事業の調達における業務と関係者、

<sup>4</sup> Frequently Asked Questions の略。頻繁に尋ねられる質問とその回答について纏めた資料。

NWSDB の組織概要等の理解のために必要となる情報について収集し、必要に応じて貴機構と面談することで全体像を理解すること、及び現地で収集が必要な情報についてはリストアップし、現地作業着手前にスリランカ側に送付することが重要であると考えます。

## (2) 現状分析

業務改善にあたり、組織レベルと業務レベルの2階層について現状分析を行うことが必要である。これは、一般的に問題点は業務プロセス等の業務レベルで認識されやすいものの、それらは組織分掌や組織規程といった組織レベルを根本原因としたものであることが多いからである。言い換えると、良質な業務プロセスを整備しても、組織レベルが不完全であると問題は解決されないのである。

スリランカの上下水道事業についても、本業務の前段階として実施された「アジア公共調達制度・能力に関する情報収集・確認調査」の最終報告書において、調達プロセスの遅延として報告があがっているものの、調達ガイドラインや関係機関の分掌といった組織レベルについて問題提議がなされている。<sup>5</sup>

このため、本業務においても調査レベルを上述の2段階に大別して現状分析を行うこととする。(表3)

表3 現状分析の対象及び視点

調査レベル		調査対象	調査視点
組織レベル	統制環境	・倫理観醸成の施策	ルールを順守するという倫理観の醸成について十分な施策が施されているかどうか
	組織構造	・組織分掌規程 ・調達関連規程 ・情報管理規程	各組織の役割が明確に定義され、かつ業務内容が明文化されているかどうか
業務レベル		・リスク	遅延及び情報漏えいが顕在化してしまうリスクを抽出する
		・コントロール	上記リスクを低減する統制を抽出する

現状分析にあたっては、調達にかかる各種ガイドライン、NWSDB の組織図及び既存の想定業務フロー図をもとに面談による実地検証を実施する。実地検証の結果、想定業務フローと現行の運用にギャップが生じていると判明した場合は、これを整理し、現状業務フロー図を作成する。現状分析においても、業務マニュアルの作成と同様に業務の可視化が必要となることから、作業内容を具体的に表すことが重要である。また、特に、業務の迅速化、内部統制の強化を目指す本件においては、各作業に要している時間及び各作業における承認権者の設定状況、承認行為の有無については、確実に確認することが必要である。

また、現状分析後、改善された業務フロー（To-Be 業務フロー）を設計することとなるが、改善案を持続させるためには効果が出ていることを示すことが有効であり、そのためには、現状レベルを起点として、効果を測定できる仕組みが必要となる。具体的には、現状業務プロセスのヒアリングにおいて、円借款事業に要している期間及び、その中で調達業務に費やしている時間を調査し、ベースラインとして設定することが必要となる。これに対し、調達ガイドライン等を参考に、貴機構及び NWSDB と協議の上、目標時間を設定す

<sup>5</sup> 国際協力機構 「南アジア地域公共調達制度・能力に関する情報収集・確認調査最終報告書」 2013 年



る。ベースラインと目標時間とのギャップを明確にし、ギャップを埋めるために各業務プロセス及び業務プロセス内の作業について、短縮すべき期間・時間を評価指標として設定し、達成状況を適切に評価できるようにする。評価指標の設定においては、NWSDB 内の組織において対応が可能な事柄について設定することを想定している。但し、NWSDB 以外の組織が担当する作業等であって、それが円借款事業のスムーズな進行にクリティカルな影響を与えている場合は、これを貴機構と協議し、取扱いについて決定することとする。

### (3) 全体業務フロー図と部分業務フロー図の作成

全体業務フロー図と部分業務フロー図の2通りの図を作成することにより、業務工程の分析、理解を促進する。全体業務フロー図は名称のとおり全体図であり、①コンサルタント雇用、②建設業者選定、③支払手続きの3分野の業務について各々作成される。これらの全体業務フロー図に基づいて部分業務フロー図が作成されることになるため、全体業務フロー図における含有情報はあくまで概略にとどめる。含まれる情報としては①各工程における作業内容、②作業を行う担当者（または担当課）、③作業において作成、チェックされる書類の3種類が基本である。

全体業務フロー図は当該業務担当者からの聞き取りにより作成するが、聞き取りの際に業務担当者に提示しながら、必要な修正・追加点を確認していくための叩き台となる業務フロー図の例を図2～4に示す。図2, 3はスリランカの調達マニュアルに実際に例示されているフロー図である。図4はコンサルタント推定により作成されたものである。

全体業務フロー図は上記の3分野で作成されるが、例えばコンサルタント雇用が QBS (Quality based selection) で行われる場合と QCBS (Quality and cost based selection) で行われる場合の2通りであり、それぞれが異なる工程であるならば、2通りのフロー図が作成されることになる。

図2 叩き台フロー図(コンサルタント雇用)

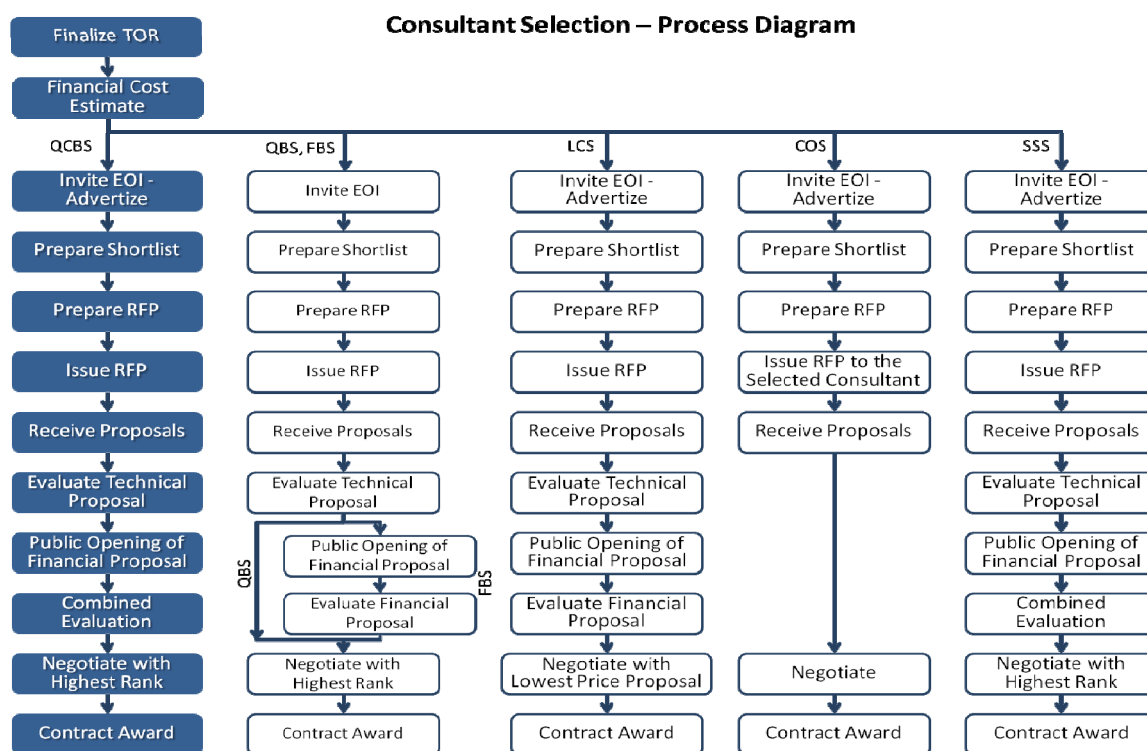


図3

QCBS: Quality and Cost Based Selection  
QBS: Quality Based Selection  
FBS: Selection on Fixed Budget

LCS: Least Cost Selection  
COS: Selection Based on Consultant's Qualification  
SSS: Single Source Selection

叩き台フロー図(建設業者選定)

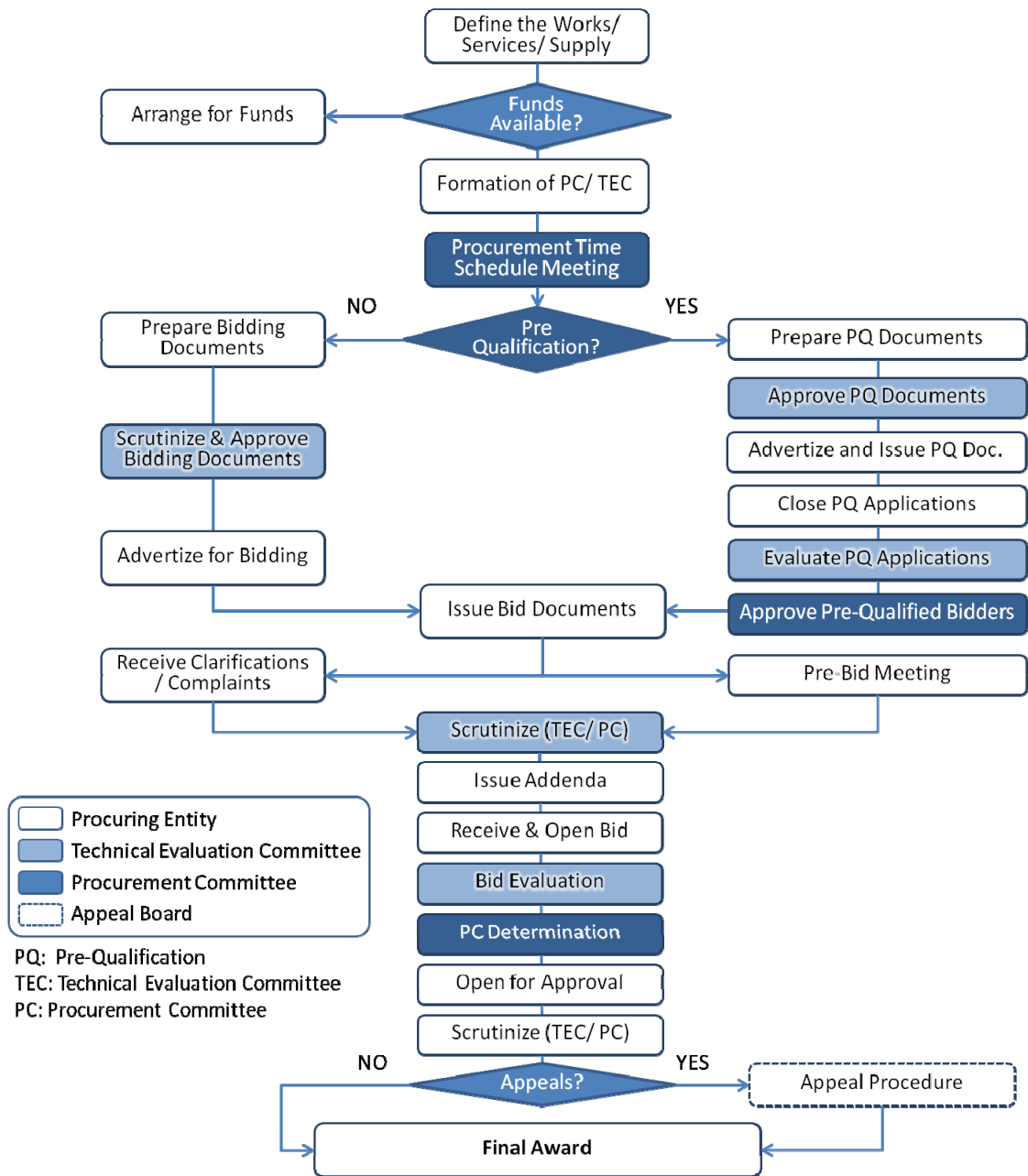
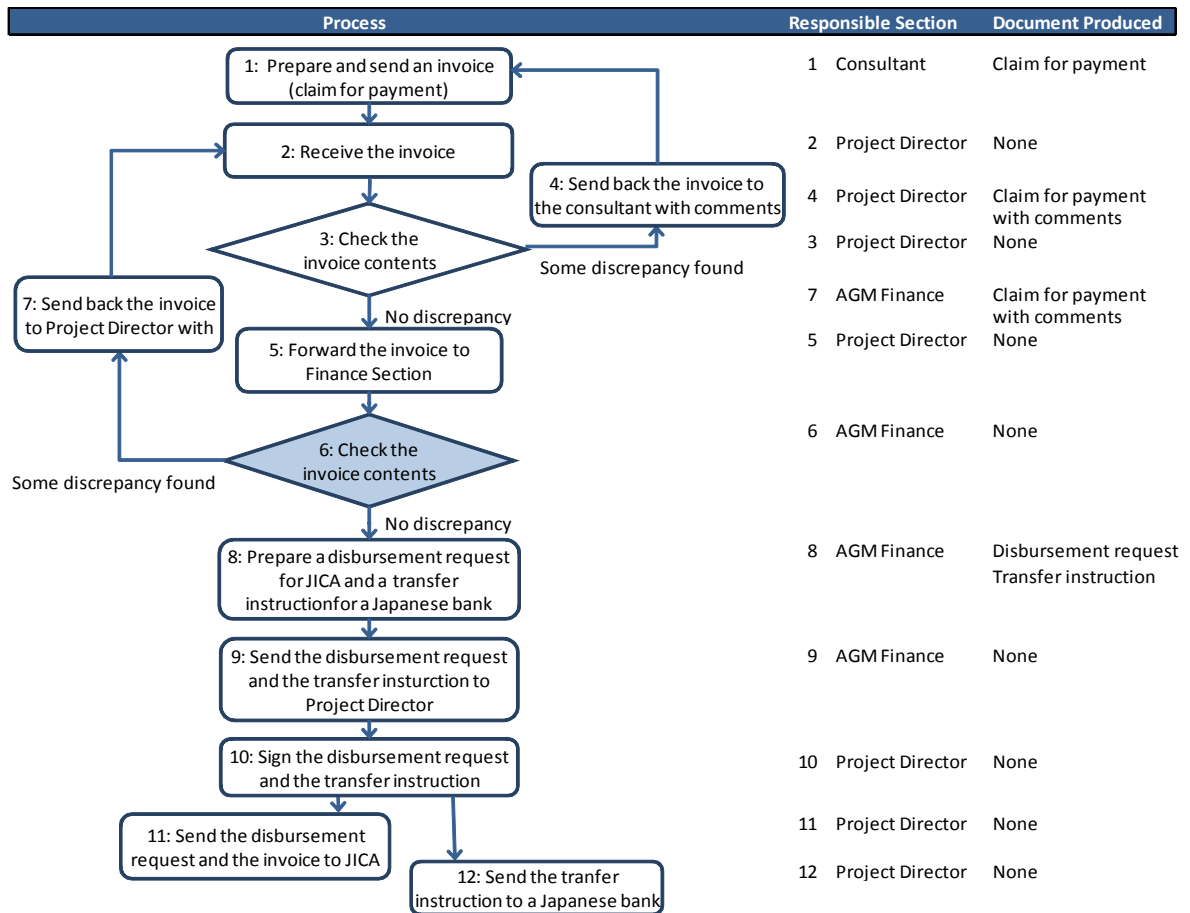
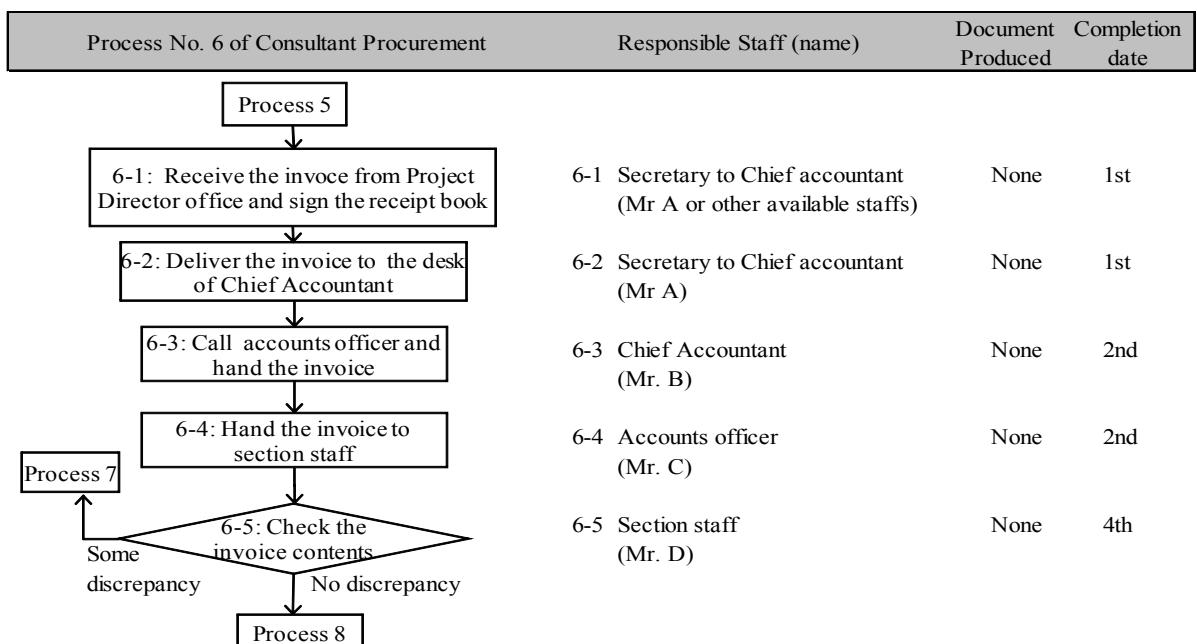


図 4 叩き台フロー図(支払い手続き)



部分業務フロー図は全体業務フロー図のなかの一部工程を抽出して詳細に説明するものである。例えば図 4 の叩き台フロー図における工程番号 6 のみを取り出すと図 5 のような部分フロー図が作成可能である。

図 5 部分業務フロー図



部分業務フロー図に含まれる情報例としては①各工程における作業内容、②作業を行う担当者（または担当課）、③担当者名、④作業において作成される書類、⑤標準的な作業日数等が考えられる。

#### (4) 改善された業務フロー(To-Be 業務フロー)の検討

改善後業務の設計においては、現状の円借款プロセスにおいて抽出された課題（NWSDBにおける円借款の調達業務における遅延や情報管理の不備に関する課題）を改善すべく、調達ルールを示した「コンサルタントガイドライン」、「調達ガイドライン」、「スリランカのコンサルタントガイドライン」、及び「スリランカの調達ガイドライン」に沿って、業務の迅速化、内部統制の強化という2つの視点をもって検討する。但し、業務の迅速化と内部統制の強化は、以下に記載した例のように、相反する性質を持つため、改善案の提案においては、そのバランスを考慮する必要がある。

- 業務の迅速化を追求するあまりに、内部統制上、必要な行為が省略される
- 内部統制を強化するあまり、過度な統制行為を設計し、効率性が阻害される

調達業務という観点から実際の業務フローの検討においては、情報漏洩など情報管理上の不備は確実に統制される必要があるため、内部統制が担保された業務プロセスの中で業務の迅速化を検討することになると捉えている。ただし、内部統制強化策の提案においては、考えられる複数の案を提示し、それぞれがもつ統制の性格（予防的統制、発見的統制）や統制の強度、業務負荷という観点で比較し、関係者と検討した上で決定し、過度な統制行為による遅延悪化を招かないよう考慮する。

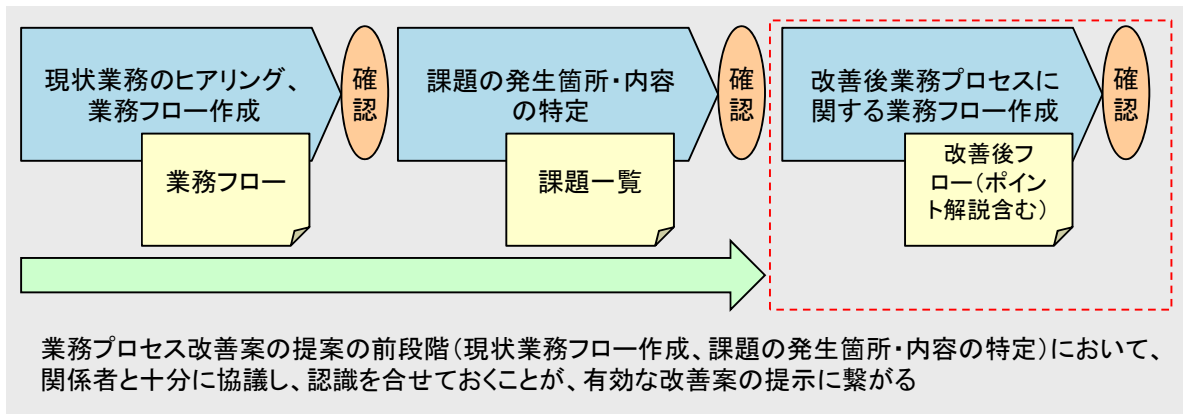
内部統制強化に係る具体的な整理視点については、アビームコンサルティングが認定を受けている ISMS(情報セキュリティマネジメントシステム)<sup>6</sup>のフレームワークを用いる。具体的には、以下の3つの視点により情報管理体制及び業務の在り方を検討することで、情報管理不備に対する統制とともに情報の利用しやすさ(可用性)についても配慮する。

- 機密性： 情報漏えいが起きにくいこと
- 完全性： 改ざんがされにくいこと
- 可用性： 正当なユーザが適切に利用できること（機密性・完全性を追求し過ぎた結果、情報利用が困難になってしまうことを回避する）

具体的な業務プロセス改善案の提案の流れであるが、方針にも掲げた様に、業務フローを作成するだけでなく、この作業を通じて NSWDB 側の意識を変えて行くことが重要になる。このため、図6に示される段階が必要と考える。

<sup>6</sup> 企業体等が情報を扱ううえで、必要となる基本的な方針や、それに基づいた計画策定、計画の実施・運用、一定期間ごとの方針・計画の見直しまで含めた総合的なマネジメント体系。ISO27001として国際規格化されている。

図6「業務プロセス改善提案の流れ」



まず前段階の整理として、現状業務について適切に把握され、次に、現状業務における課題の発生箇所や内容が正確に特定されている必要がある。そのためには、現状業務フローの作成、課題一覧の作成において、都度、関係者と認識を合わせることが必要となる。この作業を通じて、課題に対する関係者との共通認識が醸成されるものと捉えている。

最後に課題改善策を含んだ「改善された業務フロー図」を作成し、確認を実施する。各業務プロセス単位において、以上の3つの段階を経ることで、「改善された業務フロー図」は完成する。各段階において、必ず関係者の確認を得た後で、次の段階へ進むことで、フロー図の作成と並行して相手機関における新業務への理解を深めることができる。特に、最終段階である、課題改善策を含んだ、「改善された業務フロー図」の確認においては、実務として耐えうる業務内容であるかについて、関係者と十分な議論を経た上で確定することでより完成度の高い提案へとつなげることができると考える。

#### (5) 業務マニュアルの作成

業務マニュアルは、改善後業務フローおよび改善後業務フローにおける業務内容の詳細記述により構成される。

改善後業務フローの作成にあたっては、「業務を可視化」することが重要な目的となる。そのためには、見た目を良く作成することはもちろんであるが、実態として読み手が理解し易いものであるために、一定のルールのもとに作成され、且つ、そのルールについて読み手の理解を得ていることが必要となる。

具体的には主に以下のような事柄に対してルールを設定し、業務フロー図を作成することを想定している。

##### a. 各業務フロー図で表現する対象業務を明確にする

類似する業務や、同一業務の中に複数パターンが存在する場合などは、当該業務がいずれの業務フロー図で表現されているのかの判別が難しく、読み手の理解を妨げる懸念がある。このような事象に回避するために、業務プロセス一覧を作成した上で、業務プロセス別に業務の起点と終点を明確にし、業務概要を記載するなど、業務フロー作成の単位を整理しておくことが有効である。

b. 業務フロー内のステップの区切り方を明確にする

ステップが大き過ぎる場合、業務プロセスの可視化を妨げる要因となり、逆に小さ過ぎる場合も、作業の繋がりなどが分断され、業務内容の理解を困難にする要因となる。そのため、ステップの設定については、以下のような基準を設定し、適切な精度とすることを想定している。

- 作業タイミングが異なる場合は、ステップを分ける
- 作業の主体となる部門が異なる場合は、ステップを分ける
- 承認行為が行われた次の作業は、別ステップとする

c. 用語の統一（同一の事物に対しては、同一の表記を用いる）

複数の業務プロセスが存在する中で、同一の事物に対して異なる表現がなされている場合、実際は同一の事物であるにも関わらず、異なるものであると理解する可能性があり、業務の理解はもちろんのこと課題の整理や改善策の検討を煩雑にする恐れがある。これらを回避するために、現状業務において呼称が複数存在するドキュメントや行為、指し示す対象や範囲が曖昧な用語については、業務フローを作成する過程で一覧化し、業務フロー上で使用する用語及びその意味を整理する必要がある。

d. 5W1Hの明確化

業務詳細記述の作成においては、改善後の業務プロセスを可視化したフローに記載されたステップごとに作業内容を記述することを想定している。マニュアルとして有効に機能するためには、作業実施者が同マニュアルを参照しながら、業務を遂行することが可能である必要がある。そのためには具体的な視点で記述することが重要であることから、現状の業務プロセスのヒアリングにおいても、これらについて聞き取りを行い、また業務プロセス改善案の提案においてもこれらを明確にする。以下に業務を記述する際のポイントを記載する。（5W1Hを基本としているが、Why（なぜ）については、当該業務を実施する理由がわかりにくい場合や特殊な場合のみ明示する。）

① Who（誰が）

当該作業の主体者について明確に記載する。当該作業が適切な権限者によって実施されていることを明示するために、「実施機関」「実施部門」及び「役職名」によって記載する。必要に応じて個人名を記載し、担当替えが合った場合は容易に変更できるようにする。

② When（いつ）

当該作業が実施されるタイミング、標準的な処理日数を記載する。定期的に行われる業務プロセスの場合には年次、半期、四半期、月次、週次、日次、随時などの頻度を記載する。現状業務プロセスのヒアリングにおいては、現状において、どのくらいの時間を要している作業なのかについても併せて確認し、ベースラインの設定や、課題抽出のインプットとする。

③ Where（どこで）

当該作業を実施すべき場所が限られた地域・建物などでのみ実施可能な内容があれば

明確に記述する。

④ What（何を）

当該作業の対象を明確にする。具体的には、作業に使用するドキュメントの名称などを記述することで、行為の対象を明確にする。

⑤ How（どうする）

確認行為を実施する担当者や、承認行為を実施する上位者が、どのようなポイントをチェックしているのかについて記述する。

e. 内容変更方法の明確化

本業務においてコンサルタントが作成することになる「改善された業務フロー（To-Be 業務フロー）や業務マニュアルは、業務期間終了時点(2014年2月)で NWSDB が円借款事業における調達業務を行ううえでの最適な業務情報となるべきものである。これは既存のガイドラインや組織に沿った内容であり、それらに変更がない限り有効性は担保される。しかしながら、将来、ガイドラインや NWSDB 組織などの変更があった場合に、その内容に合わせて修正されるべきである。例えば、作業工程における責任を明確にするために、業務フロー図に担当課、担当者名が記載されることになった場合で、次の年に担当課や担当者が替わった場合には、業務フロー図やマニュアルにその内容が反映されなければならない。この変更作業を行うのは NWSDB 職員であるという前提に立ち、変更時に使う文書ソフトや変更方法を明確にして、その方法については業務説明会で説明する。

(6) 業務プロセス改善・内部統制強化の各ポイントに係る解説資料の作成

業務改善を成功させるためには、業務担当者に改善後のプロセスの内容及びその必要性について理解してもらうことが重要である。とくに必要性に対する理解が薄い場合、慣れた従来の業務へ勝手に戻ってしまう懸念が高い。この様な観点からも、チェンジマネジメントの考え方では業務担当者の理解を得る段階が設定されている。このため、改善案の説明については、以下の点に留意して「業務プロセス改善・内部統制強化の各ポイントにかかる解説資料」（英文）を作成する。

- NWSDB が To-Be 業務として新たに設定された業務手続きの必要性を正しく理解するために、現状業務プロセスの分析で抽出した課題を明示し、改善の理由(当該手続きを正しく実施しない場合に懸念されるリスク等)を明確にしたうえで、改善案の記載を行う。
- NWSDB の To-Be 業務に対する理解を深めるべく、パワーポイントを使用して図解を行う等、解説資料の見易さ、理解し易さを十分に考慮する。
- 資料の作成段階において、その体裁、記載内容について貴機構及び NWSDB と十分な協議を行い、両機関の合意を経て最終化する。

(7) 業務説明会の実施

「改善された業務フロー(To-Be 業務フロー)の記載を含む業務マニュアル」、「業務プロセス改善・内部統制強化の各ポイントにかかる解説資料」を用いて、NWSDB 本部の会議室で業務説明会を実施し、To-Be 業務へ理解を深める。また、これら業務成果品の業務での使用を促進することも、業務説明会実施の目的とする。

業務説明会の内容、参加者、参加人数、説明会実施日数、日程、場所などの実施に必要な事項については NWSDB と協議の上、決定する。最終的な参加者人数や、頻度等は NMSDB に確認を行うこととする。一般的には、50 名程度の総参加者が想定される場合であれば、同内容の説明会を参加者の予定等に合わせて 2、3 回に分けて実施することが望ましい。また、業務説明会の実施にあたっては、参加者名簿を作成し、想定した参加者が適切に参加したことを確認の上、貴機構に提出する。当日の配布資料については、「改善された業務フロー(To-Be 業務フロー)の記載を含む業務マニュアル」、「業務プロセス改善・内部統制強化の各ポイントにかかる解説資料」を想定しているが、その他必要があれば別途作成・配布を行う。

また、業務説明会の講師については、業務終了後に「改善された業務フローを NWSDB 内で自主的に運営していくことを考慮すると、タスクフォースメンバーに任せ、コンサルタントがその支援を行うことが望ましいと考えるが、コンサルタントの検討結果及び NWSDB との協議結果次第で、コンサルタントが行うことも考えられる。講師の選定に関しては貴機構にも事前に相談を行う。

#### (8) 社内研修実施に向けての提案書の作成

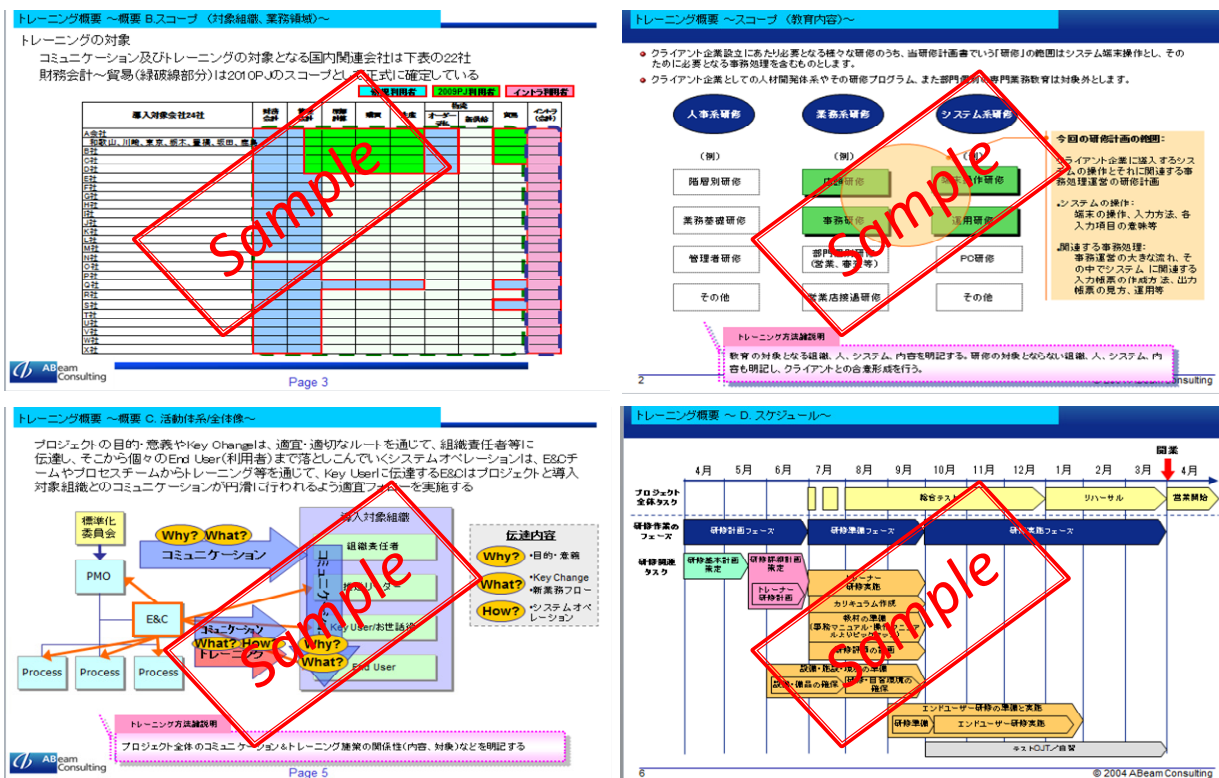
NWSDB 担当者が改善された業務を的確に理解し、実践するためには、適時・適切なるフォローが必要となる。改善された業務の学習はもとより、改善業務実施段階におけるフォローアップ研修などが相当する。例えば、いったん導入研修で理解したつもりでも、いざ実施する段階で詳細な内容が呑み込めておらず、独自の理解で業務をこなしてしまうことが想定される。このため、チェンジマネジメントの考え方では学習の次の段階として「定着化」を設け、フォローアップをとくに重要視している。

以上を踏まえ、本業務では研修を導入研修とフォローアップ研修の 2 つに大別して提案する方針をとり、その内容案及び実務計画案等について業務成果品である「社内研修実施に向けての提案書」に取りまとめる。当該提案書の作成にあたっては以下の点について留意する。

- 現状業務における課題分析、改善案等を踏まえた上で、実施体制案、内容案及び対象部門・対象者、実施頻度、講師案、研修資料等を含む実施計画案を具体的に作成し、NWSDB が本提案を用いることで社内研修の実施が可能となるよう工夫する。
- 既存の社内研修（非技術系）で実施している講義の活用を視野に入れる。
- 社内研修提案書の体裁、内容（時期、実施頻度、講師、資料、場所、対象者等）については、NWSDB 及び貴機構と協議を行った上で、必要に応じて見直し等を行い、最終化する。図 7 は社内研修方針を示す図表例である。



図 7 社内研修方針図の例



(9) プロジェクト成果品のイントラネットでの公開

成果品である「改善された業務フローの記載を含む業務マニュアル」と「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」は、NWSDB と協議の上、完成後 NWSDB のイントラネットにて公開されるよう調整を行う。

また、定着化の観点から、業務内容が適時に確認できる体制の確保が重要となるため、表 4 に示す施策についても併せて提案する。このうち、「社内研修実施に向けての提案書」のイントラネットにおける公開については本業務中に実施する様に働きかけを行うが、社内研修の実施が業務期間中に確定していない限りにおいては、その公開先を研修の企画・実施部門に限定する想定である。

表 4 定着化のための施策(案)

施策	手段	目的
業務マニュアル(最新版)への適時アクセス	イントラネット	イントラネットへマニュアルを掲載することで、利用者が必要ときに業務内容等を調べられるようにする。
業務マニュアルの内容に関する適時説明	問合せ窓口	問合せ窓口を設けることで利用者が抱える質問に対して適時に回答を与える。
	FAQ 配付(またはイントラネット掲載)	類似した問合せが多い事項については、FAQ という形式でイントラネット等を通じた周知を図ることで業務の理解を深める。

なお、イントラネットについては、業務成果物を即座に共有することができる利点があるものの、不正アクセスや不正利用されるリスクも懸念される。そこでイントラネットで公開される成果物のうち、限られた役職者のみに公開されるべき内部情報や NWSDB 以外の組織についての分析を含むことが想定される「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」、及びその実施が本業務実施段階では未決定の可能性が高いと想定される「社内研修実施に向けての提案書」については、貴機構及び NWSDB と協議の上、公開要否、公開方法（部分的公開など）、公開者等を検討する。

(10) プロジェクト成果品の体裁、汎用性

本業務の成果品である「改善された業務フローの記載を含む業務マニュアル」と「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」は、将来的に NWSDB 担当者の執務時の参考資料として運用されることを想定して作成される。それを踏まえ、業務成果品の体裁・記載ぶりについては、NWSDB 職員が統一された業務プロセスをより効率的に理解し、実施できるよう、見易さ・理解し易さを最大限に考慮し、利用者が的確に情報を得られるよう十分留意する。また具体的な体裁・記載ぶりは、コンサルタントにて検討したものを貴機構及び NWSDB と協議の上、決定する。

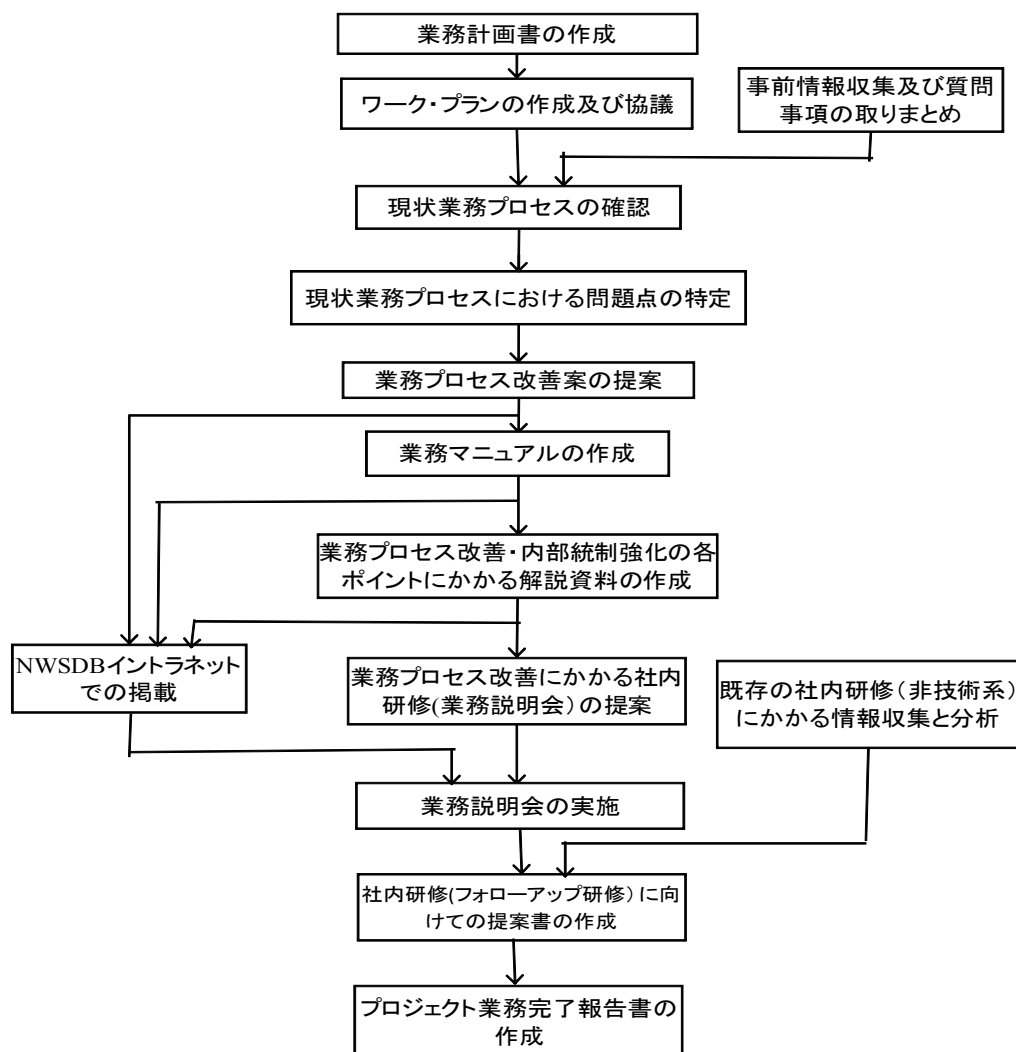
また NWSDB は世界銀行、アジア開発銀行等、貴機構以外の資金協力も得て上下水道事業を実施しているが、それらの資金協力においても、貴機構のガイドラインに近似の調達規定及びスリランカのガイドラインが使用されている。本業務の成果品においても、これらのガイドラインに準じる形で提案が行われ、ガイドラインに則って形成される本業務成果品は貴機構の円借款業務の分析を基に作成されるものの、他援助機関の調達業務においてもある程度汎用性のある内容となることが想定される。

これを踏まえ、コンサルタントは貴機構および NWSDB と協議の上、「改善された業務フローの記載を含む業務マニュアル」、「業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料」、にて、「これらの業務成果品が貴機構の円借款の調達業務を対象としつつも、その内容については、その他の援助機関の調達担当者も参考とすることができるものも含まれている」旨を言及し、NWSDB 職員に説明する。また「社内研修実施に向けての提案書」では、講義によっては、円借款以外の事業の調達業務に携わる職員の参加も可能であることについて言及し、NWSDB 職員に説明する。

## 2.3 業務フローチャート

業務フローチャートを図8に示す。本業務計画書作成以降は、情報収集、現状確認、問題点特定、改善提案、マニュアル作成、説明会実施、研修提案などの業務を効率的に進めていく。

図8 業務フローチャート



## 2.4 作業工程計画

作業工程計画は図9に示す通りである。第一次現地作業期間前に可能な限り質問事項を送付すること、また、第一次現地作業終了前に業務マニュアル類の作成方針についてNWSDB等と認識を合わせた上で第二次国内作業においてマニュアル類の作成を行うことが、効率的に業務を遂行するポイントである。また、国内作業期間中は適宜、NWSDB等とメールや電話などによりコミュニケーションを取りながら作業を進めることを想定している。現地作業期間中においてもメールやTV会議等により貴機構本部と密な連携を図るよう努める。

図 9 作業工程計画表

年		2013			2014		
月	10	11	12	1	2		
フェーズ	第一次 国内作業 (5日間)	第一次現地作業 (48日間)			第二次国内作業 (16日間)	第二次現地作業 (21日間)	第三次 国内作業 (8日間)
作業大分類	事前準備	NNSDBの現状業務プロセス分析及び 業務プロセス改善案の提案			提案内容の可視化_マニュアル類の作成	提案内容の可視化_ _インストラ掲載 _業務説明会	プロジェクト完 了 報告書作成
作業小分類	国内 作業	ワークショップ 作成及び 協議			業務プロセス改善 促進のための社内 研修実施にかかる 提案等	業務マニュアルの作成	プロジェクト完 了 報告書の作成
	現地 作業	事前情報 収集及び 質問	現状業務プロセス の確認	業務プロセス改善案の提案	業務マニユアル類 作成方針策定	業務マニユアル改善・内部統制強化の各ポ イントにかかる解説資料作成	
			現状業務プロセス における問題点 特定	既存の社内研修に かかる情報収集と 分析	業務プロセス改善 にかかる社内研修 の提案	社内研修実施に向けての提案書作成	
						業務マニユアル 等の内容 確認	
						イント ラへの 掲載	
						業務 説明会 準備	
						業務 説明会の 実施	

## 2.5 要員計画

本業務は2名の要員で構成される。1名はNWSDBの組織、人材、財務などを熟知し、円借款での調達業務に深い知見を有する上下水道分野の専門家である。もう1名は業務プロセス改善の専門家である。業務期間が約4ヵ月と比較的短いことを考慮すると、「2名が各々の得意な分野を分担して全体作業を遂行する」分業型方針も考えられるが、本業務においては「2名が補完的に協同で作業する」という協業型方針を採用する。理由は「コンサルタント・チームとNWSDBの良好なコミュニケーションに基づき、NWSDB側が業務プロセス改善案について納得する」ことが本業務成功の鍵であり、2名が一丸となって作業することによりコミュニケーション環境を向上させ、説得力のある改善案の提示を目指すからである。

具体的には、業務全体の統括、進捗管理、完了報告書作成、貴機構東京サイドへの完了報告は、「総括/業務プロセス改善1」が担当するが、それ以外の業務は2名が共同で担当する。主担当と副担当の分担は表5のとおりである。

表5 担当分担表

氏名	堂屋 光広	牧 高志
担当	総括/業務プロセス改善1	業務プロセス改善2
<b>事前準備等</b>		
業務計画書の作成	◎	○
事前情報収集及び質問事項の取りまとめ	◎	○
ワークプランの作成及び協議	◎	○
<b>NWSDBの現状業務プロセスの分析及び業務プロセス改善案の提案</b>		
現状業務プロセスの確認	◎	○
現状業務プロセスにおける問題点の特定	◎	○
業務プロセス改善案の提案	◎	○
<b>業務プロセス改善促進のための社内研修にかかる提案等</b>		
業務プロセス改善にかかる社内研修の提案	○	◎
既存の社内研修(非技術系)にかかる情報収集と分析	◎	○
<b>提案内容の可視化—マニュアル類の作成</b>		
業務マニュアルの作成	○	◎
業務プロセス改善・内部統制強化の各ポイントにかかる解説資料の作成	○	◎
社内研修実施に向けての提案書の作成	○	◎
<b>提案内容の可視化—NWSDB イン트라ネットでの掲載</b>	○	◎
<b>提案内容の可視化—業務説明会の実施</b>	◎	○
<b>プロジェクト業務完了報告書の作成</b>	◎	

主担当◎ 副担当○

本業務の要員計画表は図10の通りである。

図 10 要員計画表

担当	氏名	所属	格付	平成25年度					人/月		合計	
				10	11	12	1	2	現地	国内		
総括/業務プロセス改善1	堂屋 光広	コーエイ総合研究所	2	□ 5日	■ 48日		□ 16日	■ 21日	□ 8日	2.30	1.45	3.75
業務プロセス改善2	牧 高志	アビームコンサルティング	3	□ 5日	■ 48日		□ 16日	■ 21日		2.30	1.05	3.35
報告書				▲ 業務計画書	▲ ワークプラン				▲ 業務完了報告書	4.60	2.50	7.10

凡例：現 地 作 業 国 内 作 業

## 2.6 その他

### 2.6.1 再委託業務の内容

本業務の実施にともなう再委託業務はない。

### 2.6.2 機材調達計画

本業務の実施に伴い、新たに購入を必要とする資機材はない。

### 2.6.3 その他必要事項

#### (1) 報告書等

業務の各段階において作成・提出する報告書等は以下のとおりである。なお、本契約における成果品は、プロジェクト業務完了報告書とし、(2)の各業務成果品を添付した上で機構に提出することとする。

レポート名	提出時期	部数
業務計画書 (共通仕様書の規定に基づく)	契約締結後 10 日以内	和文 2 部
ワークプラン	業務開始から 10 日以内	英文:5 部 (パワーポイント)
プロジェクト業務完了報告書	契約終了時	和文 2 部

上記報告書については簡易製本することとし、電子データもあわせて提出する。

#### (2) 業務成果品等

コンサルタントは業務期間中に以下の業務成果品を作成する。業務成果品は英文で作成し、特にイ～ハの成果品は、機構及び NWSDB の合意を得た内容とする。

- イ. 改善された業務フロー(To-Be 業務フロー)を含む業務マニュアル(形式は貴機構と相談のうえ作成)
- ロ. 業務プロセス改善・内部統制強化の各ポイントにかかる解説資料(パワーポイント)
- ハ. 社内研修実施に向けての提案書(形式は貴機構と相談のうえ作成)
- ニ. 上記イ、ロの導入にかかる業務説明会の出席者名簿

これらの業務成果品について、貴機構に対してプロジェクト業務完了報告書に添付の上、提出する他、NWSDB 及び MWSDB の二機関に対して、簡易製本、CD-ROM の体裁で各一部ずつ提出し、あわせて電子データの提出も行う。

### (3) 便宜供与

本業務を円滑に実施するために、以下に述べる便宜がスリランカ政府及びカウンターパート機関 (NWSDB)より供与されることを期待する。

- イ. カウンターパートの配置
- ロ. 執務スペースの提供
- ハ. 本業務の支援要員としてのローカルコンサルタント1名の雇用

## 3. 受注者の業務実施体制

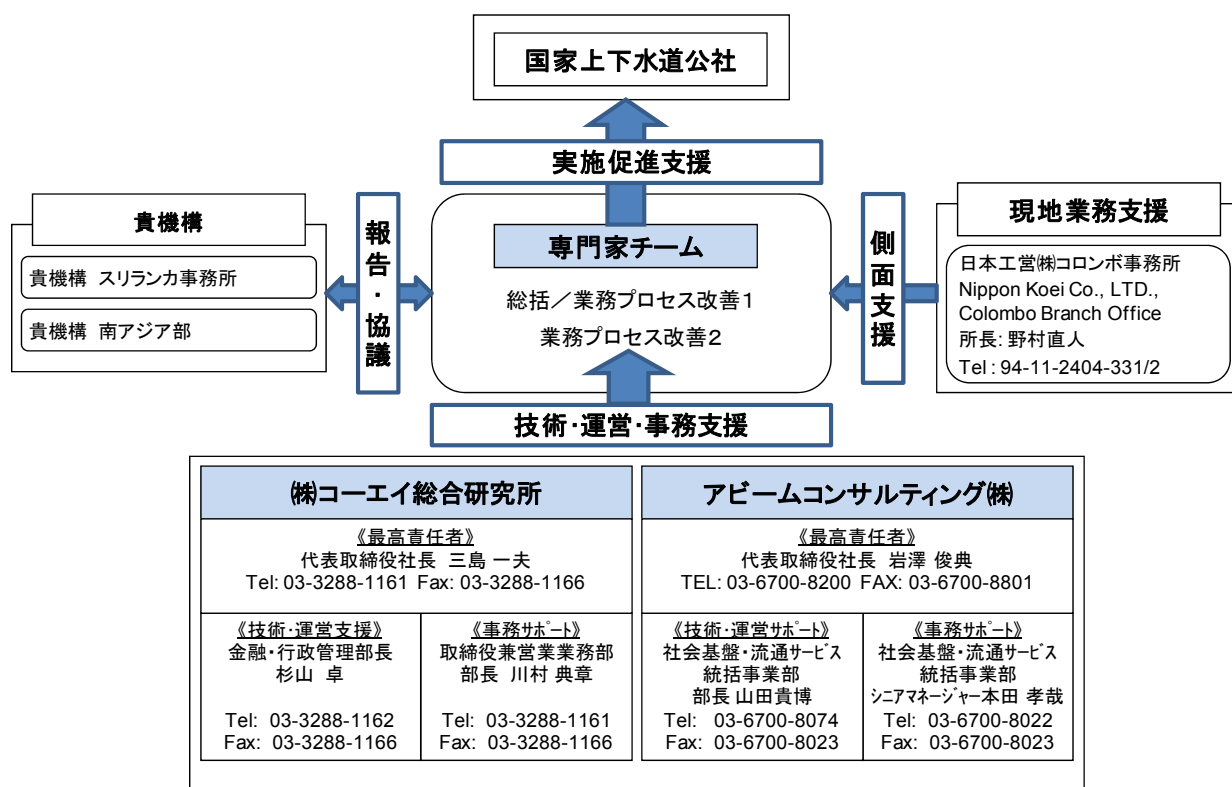
本件業務の受注者は株式会社コーエイ総合研究所とアビームコンサルティング株式会社によって構成される共同企業体である。前者の社員である堂屋光広が「総括/業務プロセス改善1」を担当し、後者の社員である牧高志が「業務プロセス改善2」を担当する。

専門家チームが実施する現地作業及び国内作業に対するバックアップ体制として、前者の代表取締役社長である三島一夫を中心として、下表に示す責任者により、技術及び運営の両面から十分な支援体制を確立する。なお、改善された業務フロー (To-Be 業務フロー) を含む業務マニュアル、業務プロセス改善・内部統制強化のポイントにかかる解説資料、社内研修実施に向けての提案書については、アビームコンサルティング(株)における社会基盤・流通サービス統括事業部のレビュー体制も活用し、品質を確保する。

担当業務	責任者	職 位
(株)コーエイ総合研究所		
最高責任者	三島 一夫	代表取締役社長
技術サポート	岡田 卓也	コンサルティング第1部 部長
契約・精算サポート	川村 典章	取締役兼営業業務部 部長
アビームコンサルティング(株)		
最高責任者	岩澤 俊典	代表取締役社長
技術サポート	山田 貴博	社会基盤・流通サービス統括事業部長
契約・精算サポート	本田 孝哉	社会基盤・流通サービス統括事業部 シニアマネージャー

またコーエイ総合研究所は、スリランカにおいて数多くのコンサルティング・サービスを手がけており、本件業務の実施に当たり、現地事務所からの支援を受けることができる。コーエイ総合研究所のグループ会社である日本工営(株)は、1993年12月よりスリランカのコロombo市に常設の営業事務所を開設し、日本人スタッフならびに現地人スタッフが在籍している。事務所は、案件形成・進捗監理・調査サポートを目的とし、現地関係省庁・機関の情報収集、日本国政府出先機関との連絡・折衷、調査団との連携・支援を行っており、ロジスティクス面、安全及び注意喚起情報の提供等、業務遂行のための万全の支援体制を整えている。

日本工営(株) コロンボ事務所  
Nippon Koei Co., LTD., Colombo Branch Office  
住所: Level 6, Greenlanka Towers, 46/46, Nawam Mawatha, Colombo 2, Sri Lanka  
電話: + 94-11-2404-331/2  
FAX: + 94-11-2404-333





## 添付2

改善された業務フローの記載を含む業務マニュアル

**Japan International Cooperation Agency  
and  
National Water Supply and Drainage Board, Sri Lanka**

**NWSDB PROCUREMENT HANDBOOK  
UNDER JAPANESE ODA LOANS**

**FEBRUARY 2014**

# NWSDB Procurement Handbook under Japanese ODA Loans

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## Acronyms

AGM	Assistant General Manager
AO	Accounting Officer
BOQ	Bills of Quantity
CAO	Chief Accounting Officer
CAPC	Cabinet Appointed Procurement Committee
CBO	Community Based Organization
CPC	Consultants Procurement Committee
CPCC	Cabinet Appointed Consultants Procurement Committee
CPCD	Department Consultants Procurement Committee
CPCM	Ministry Consultants Procurement Committee
CPCP	Project Consultant Procurement Committee
CQS	Selection Based on Consultant's Qualifications
DD	Detail Design
DPC	Department Procurement Committee
EOI	Expression of Interest
ERD	Department of External Resources (of MOFP)
FBS	Selection on Fixed Budget
GM	General Manager
GOJ	Government of Japan
GOSL	Government of Sri Lanka
ICB	International Competitive Bidding
ICTAD	Institute for Construction, Training & Development
JCG	Guidelines for the Employment of Consultants under Japanese ODA Loans
JPG	Guidelines for Procurement under Japanese ODA Loans
JHCP	JICA Handbook on Consultants Guidelines and Procurement Guidelines
JICA	Japan International Cooperate Agency
JPU	Japanese Project Unit
LCB	Local Competitive Bidding
LCS	Least Cost Selection
LKR	Sri Lanka Rupees
LOI	Letter of Invitation
MOFP	Ministry of Finance and Planning
MOU	Memorandum of Understanding
MPC	Ministry Procurement Committee
MPP	Master Procurement Plan
MWSD	Ministry of Water Supply and Drainage
NCB	National Competitive Bidding
NPA	National Procurement Agency
NWSDB	National Water supply and Drainage Board
PAB	Procurement Appeal Board
PC	Procurement Committee
PE	Procuring Entity
PFD	Department of Public Finance (of MOFP)
PG	Procurement Guidelines
PM	Project Manager
PMU	Procurement Management Unit
PPC	Project Procurement Committee
PQ	Pre-Qualification
PTS	Procurement Time Schedule
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
RFP	Request for Proposals
RPC	Regional Procurement Committee
SBD	Standard Bidding Document
SCAPC	Standing Cabinet Appointed Procurement Committee

*NWSDB Procurement Handbook*

SCG	Sri Lanka Guidelines for Selection and Employment of Consultants
SCM	Sri Lanka Consulting Services Manual
SLR	Sri Lanka Rupees
SPG	Sri Lanka Procurement Guidelines
SPM	Sri Lanka Procurement Manual
SRFP	Standard Request for Proposals
SSS	Single Source Selection
T&C	Tenders & Contractors
TCE	Total Cost Estimate
TEC	Technical Evaluation Committee
TOR	Terms of Reference
VAT	Value Added Tax

## Chapter I Introduction

This handbook is prepared for NWSDB staff who are involved in the procurement under Japanese ODA loans. By referring to process charts and steps explained and observing timeframes suggested, NWSDB's procurement staff are expected to perform the procurement process in a timely and smooth manner.

The procurement process covered in this handbook is twofold, (i) consultant employment up to the contract awarding and (ii) procurement of goods, services and works up to the contract awarding.

The number of procurement executed under existing five Japanese ODA loans amounts to 101. These 101 procurement can be classified into 22 types as shown in Table 1. These 22 types are either currently existent or likely to occur in the future and their process charts (Charts 1 to 22) are presented in Chapter II. Procurement types less likely to occur in the future are not covered in this handbook. Process charts of such less likely procurement are deducible by referring to similar types of procurement shown in this handbook.

Table 1 Classification of Procurement

To-Be chart no.	Procurement Type						Number of procurement
	Need	Method	No. of stage	No. of envelope	Type of procurement committee*	Japanese Yen value	
1	Consultant employment	ICB & QCBS	1	2	SCAPC		2
2		ICB & QCBS	1	2	MPC		5
3		ICB & SSS	1	2	SCAPC		1
4		ICB & SSS	1	2	MPC		0
5	Procurement (goods, services & works)	ICB with PQ	1	1	SCAPC	> 3 billion	2
6		ICB with PQ	1	1	SCAPC	0.5 - 3 billion	7
6		LCB with PQ	1	1	SCAPC	0.5 - 3 billion	0
7		ICB with PQ	1	1	SCAPC	< 0.5 billion	1
8		ICB with PQ	1	1	MPC	< 0.5 billion	0
9		ICB with PQ	1	2	SCAPC	> 3 billion	0
10		ICB with PQ	1	2	SCAPC	1 - 3 billion	0
11		ICB with PQ	2	1	SCAPC	> 3 billion	0
12		ICB with PQ	2	1	SCAPC	1 - 3 billion	1
13		LCB without PQ	2	1	SCAPC	0.5 - 3 billion	0
14		LCB without PQ	1	1	SCAPC	0.5 - 3 billion	4
15		LCB without PQ	1	1	SCAPC	< 0.5 billion	5
16		LCB without PQ	1	1	MPC	< 0.5 billion	34
17		LCB without PQ	1	1	DPC	< 0.5 billion	11
17		LCB without PQ	1	1	PPC	< 0.5 billion	5
17		LCB without PQ	1	1	RPC	< 0.5 billion	14
18		LCB without PQ	1	2	SCAPC	0.5 - 3 billion	0
19		LCB without PQ	1	2	SCAPC	< 0.5 billion	0
20	LCB without PQ	1	2	MPC	< 0.5 billion	4	
21	LCB without PQ	1	2	DPC	< 0.5 billion	0	
21	LCB without PQ	1	2	PPC	< 0.5 billion	3	
22	Shopping	1	1	RPC	< 0.5 billion	2	
Total							101

Source: Compiled by JICA Study Team based on data from NWSDB

\*Type of procurement committee: The cost thresholds to assign the level of procurement committee in procurement of goods, services and works are stipulated in the Sri Lankan guidelines as Rs. 500 million or above for SCAPC, Rs. 150 to 500 million for MPC, Rs. 5 to 150 million for DPC or PPC, and less than Rs. 5 million for RPC. In case of consultant employment, different thresholds apply, which are Rs. 200 million or above for SCAPC, Rs. 50 to 200 million for MPC, and less than Rs. 50 million for DPC or PPC. If the consultant is employed by SSS, the thresholds are lowered to Rs. 100 million or above for SCAPC, Rs. 20 to 100 million for MPC, and less than Rs. 20 million for DPC or PPC.

Each process chart is composed of a series of “Steps”. Some “Steps” need more attention than others because of their complication and specificity that tend to result in a delay. Eight such “Steps” are highlighted and the actions that constitute those steps are depicted as Subcharts 31 to 38 in Chapter II.

Description of actions contained in the steps of Charts and Subcharts are shown in Chapter III. Documents generated or passed through during Steps are also identified and presented next to the description of Step.

Frequently Asked Questions (FAQs) that potential bidders may ask to NWSDB as general enquiries on procurement are shown in Chapter IV together with sample answers.

The charts and subcharts that are presented in this handbook are called “To-Be charts”, meaning that charts showing the process that should be taken as a standard. To depict the To-Be charts, existing problems in procurement process were identified and improvement measures were hammered out. The results are shown in a separate material titled “Problems and Recommendations”, which is uploaded on the NWSDB intranet at the same folder of this handbook.

### Users of the Handbook

This handbook can be used also for procurement under foreign loans other than Japanese ODA loans as most of procurement flows and steps should be the same. However each foreign lender or even each loan may have different rules in terms of lender’s concurrence requirement. If a flowchart is used to show a particular procurement that is not exactly same as the one presented in this handbook, the flowchart can be modified in accordance with the different rules.

### Access to the Handbook

This handbook is compiled based on Excel and Word files. A Word file was first uploaded on the NWSDB intranet system in February 2014 for the NWSDB procurement staff to be able to access from various computer terminals. Procurement charts can be easily altered on the original Excel files, which were also uploaded on the intranet. For example, NWSDB may be requested in the future, to obtain another JICA concurrence at certain points of a procurement process. Contrarily some JICA concurrence may become unnecessary. At least an annual revision is recommended to incorporate new rules and newly identified process changes. The revision contents should be confirmed by both the tender section and the Japan Unit of NWSDB and the revision work should be done by either of those sections.

### How to use the Handbook

There are three ways to use this handbook. The first way is to use as a reference for those who are unfamiliar with procurement process under Japanese ODA loans and therefore in need of knowing the outline. For example suppose you want to know an outline of a procurement that you are going to undertake. If you plan to procure a works whose value is estimated at Rs. 550 million, which is JPY 440 million at an exchange rate of Rs.1.25/JPY1. The procurement will use the ICB, PQ and single-stage-one-envelope method. The Rs. 550 million procurement should be approved by SCAPC according to the thresholds. From procurement classification in Table 1, you will know that this procurement falls under the chart type 7. If you see Chart 7 (page 11), you will understand the outline process of this procurement. Activities shown in boxes of Chart 7 are described in Chapter III at corresponding cells by Chart numbers and Step numbers.

The second way is to use the charts shown in this handbook for procurement planning purposes. There are three steps to plan the procurement schedule. Step 1 is “to select the objective procurement type as explained above”. Step 2 is “to download the corresponding Excel chart from intranet”, after it is downloaded you need to check the contents of the flowchart whether it is suitable for your procurement. When you do not understand the activity at each Step in the flowchart, you can refer to the “Description of Steps” in this handbook. You can modify the flowchart, if needed.

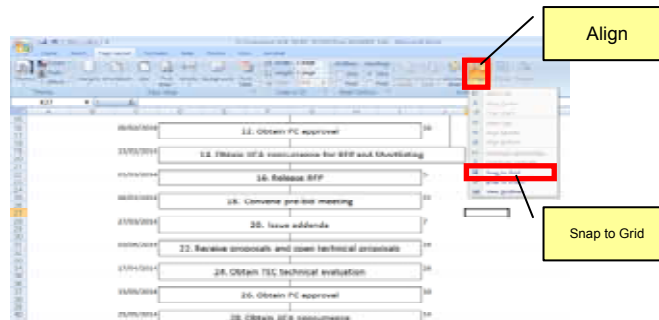


Step 3 is “to populate schedule data (starting data and duration of each step)”. After these steps you can examine the completion period data and set as targets if acceptable. It should be noted that default duration values shown in this handbook are set based on Sri Lankan guidelines and procurement practitioners’ estimates. Such default values are often ambitious and therefore should be considered as rather optimistic targets. Only a timely processed procurement would be able to clear the targets.



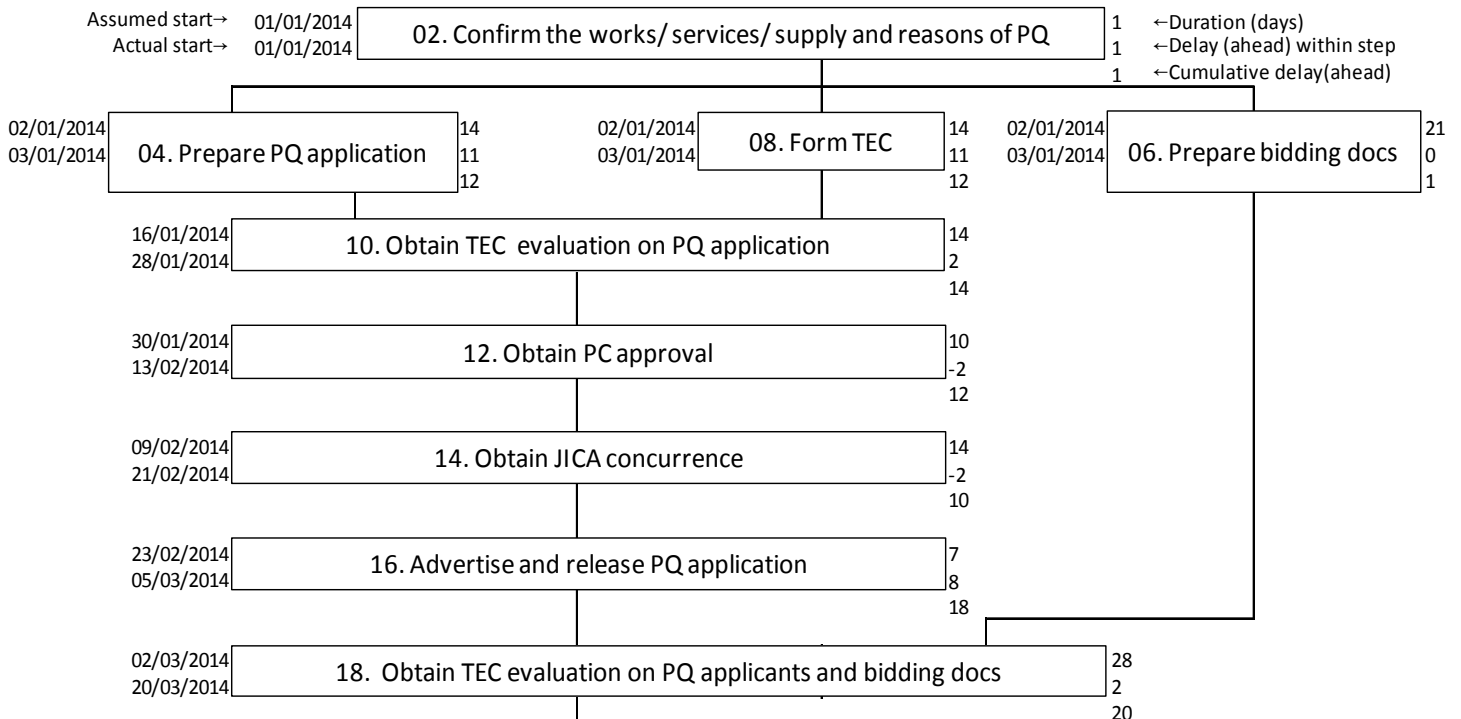
- Tip for modification –

When you modify charts you may occasionally need to align the objects in a certain direction to improve their appearance in the worksheet. You can use “snap to grid” tool in order to align boxes easily. When Snap to Grid is turned on, nudging an object with the arrow keys moves the object one gridline at a time.



The third way is to monitor the progress of ongoing procurement. Once a procurement process has started, you can use the flowchart as a monitoring sheet as shown below. “Delay (ahead) within step” and “Cumulative delay (ahead)” are shown in formula cells. The starting point of your monitoring is the planning flowchart mentioned above. You can monitor the progress and populate the date and the duration data. Delay or Ahead schedule will be shown as a result.

Monitoring sheet (sample)



## Chapter II Flowchart

Charts shown in this chapter depict procurement processes and actions to be taken at NWSDB. Legends and rules used in the charts are as follows:

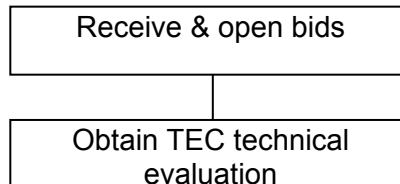
### Legends



**Step:** "Step" represents an action conducted in each process. Multiple "Steps" represent a flow of each process.

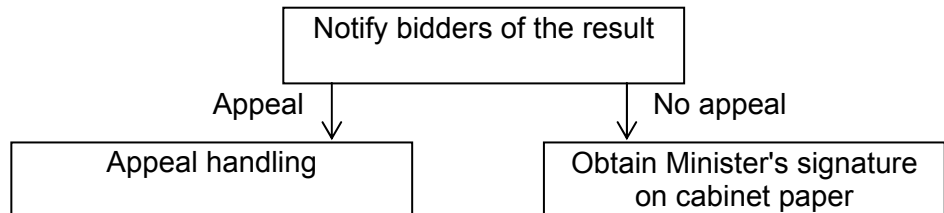


**Line:** "Line" connects multiple "Steps" in order of top to bottom.

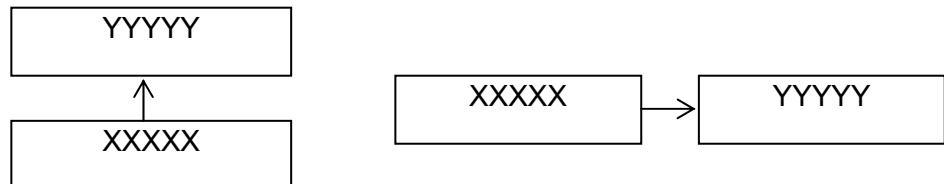


**Arrow:** "Arrow" connects multiple "Steps" in cases as below.

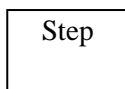
- "Step" leads to separate "Steps" depending on result or decision



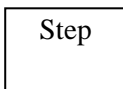
- To connect multiple "Steps" in order of bottom to top or to connect parallel "Steps" to indicate the flow direction



dd/mm/yyyy



**Assumed start:** "Assumed start" represents a starting date when the initial activity at each "Step" could start.



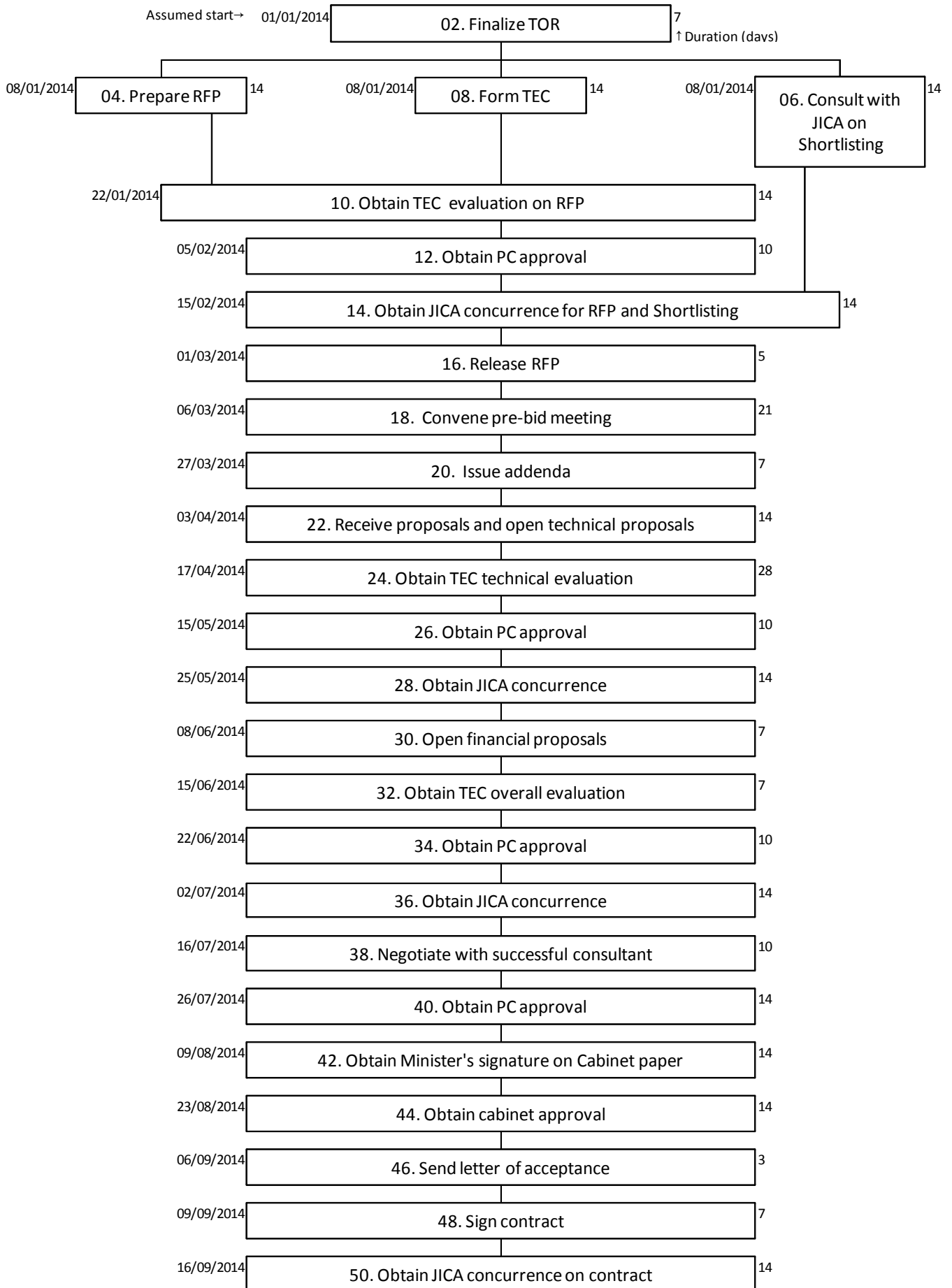
dd

**Duration:** "Duration" represents a standard time period within which activities included in the "Step" could be completed. These standard duration values have been set taking account of recommended numbers by the Sri Lankan guidelines. If there is no such recommendation stated in the guidelines, an ideal number of days are used. Such ideal values tend to be ambitious and difficult for an average procurement process to observe. Thus the "Duration" values can be considered as targets for which a procurement process should clear.

### Chart Rules

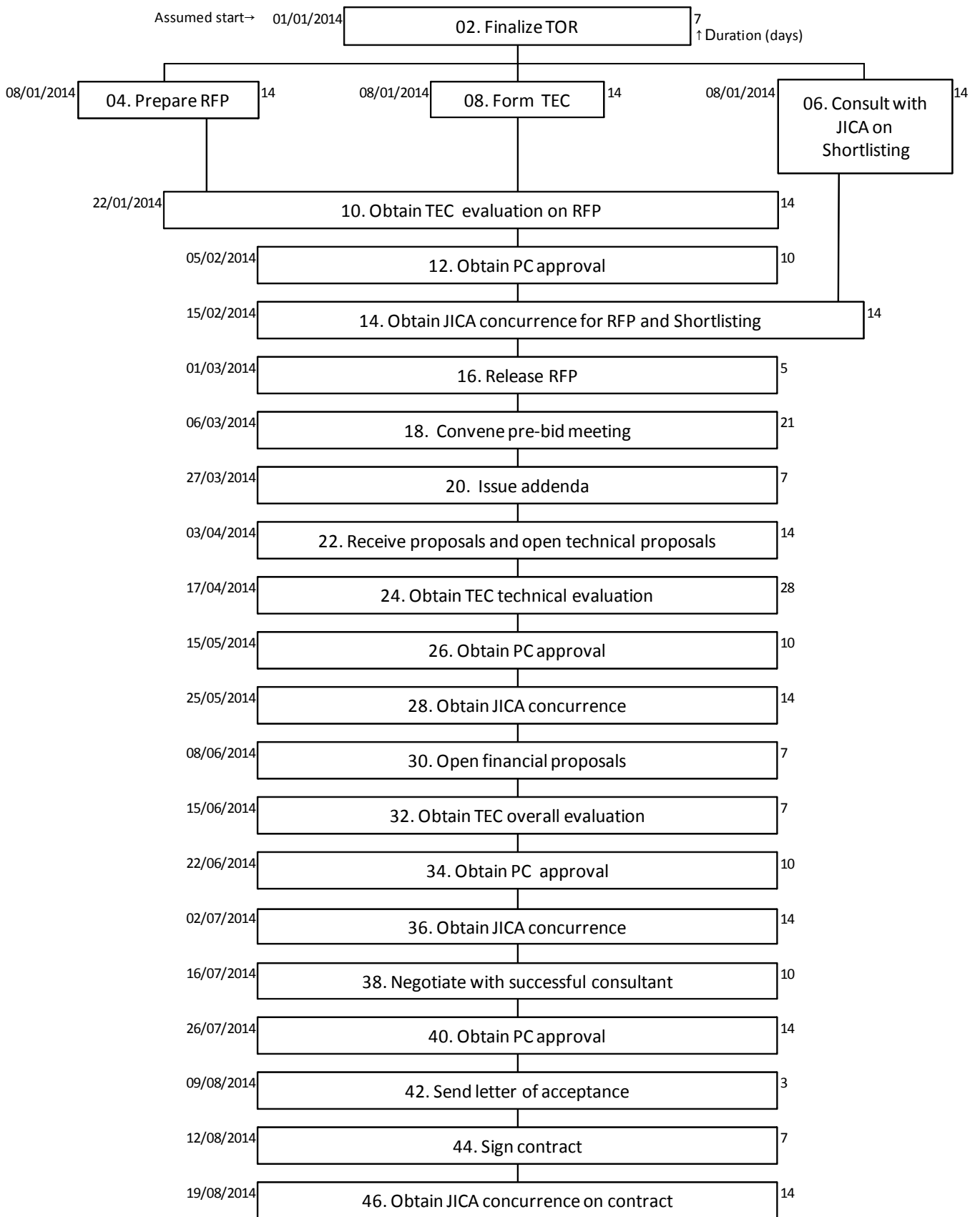
- In principle, "Steps" are placed from top to bottom in chronological order of starting time.
- Each "Step" has a number which corresponds to explanation in "Description of Step".
- Numbers posted at the beginning of action are not sequential, anticipating there will be insertion of new action numbers in the future, by which already used action numbers will not be affected.

Chart 1. Consultant employment (ICB/ QCBS/ 1 stage 2 envelope/ SCAPC: over Rs.100M)



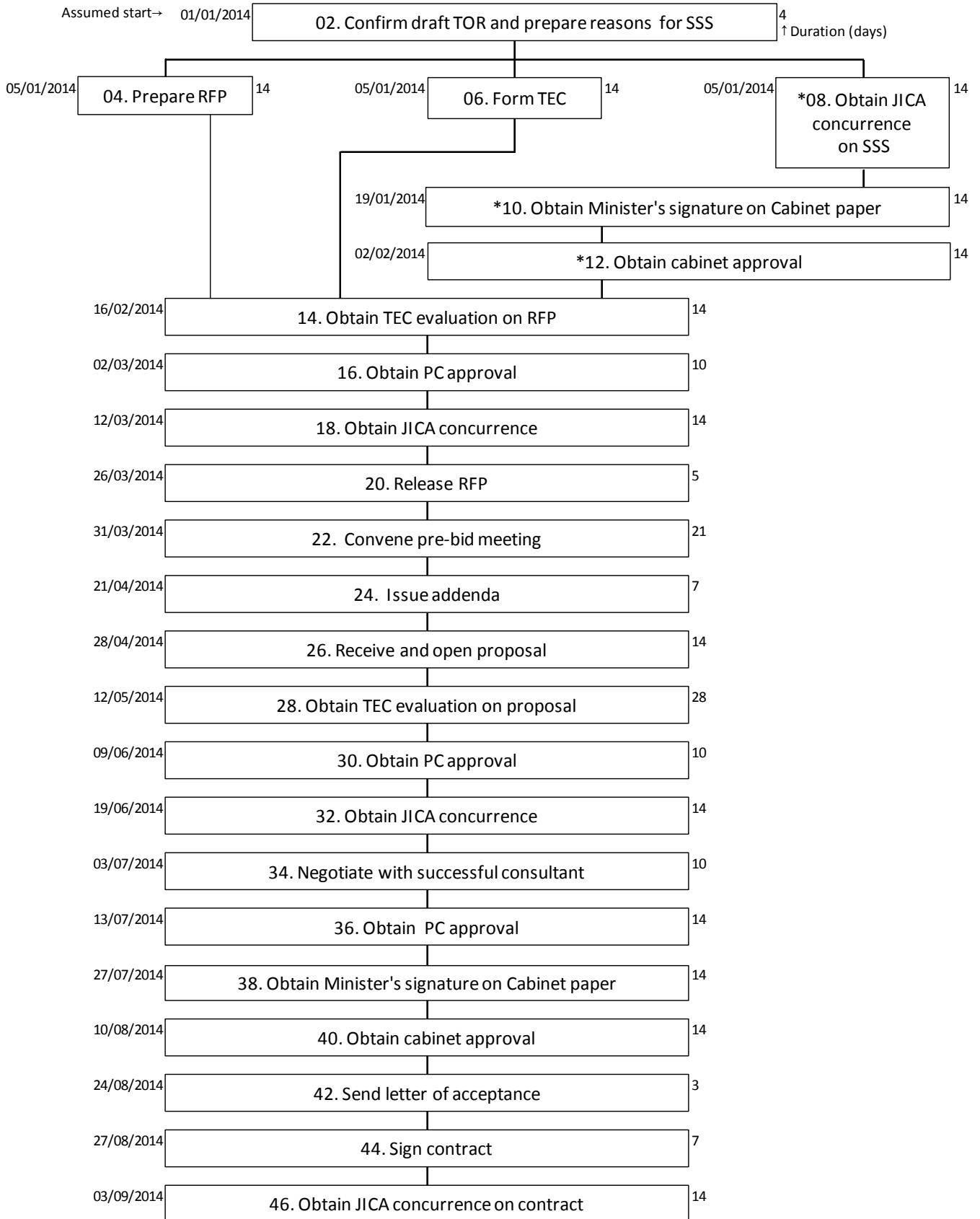
Time period to complete the above process is 8.9 months.

Chart 2. Consultant employment (ICB/ QCBS/ 1 stage 2 envelope/ MPC: Rs.20 to 100M)



Time period to complete the above process is 8.0 months.

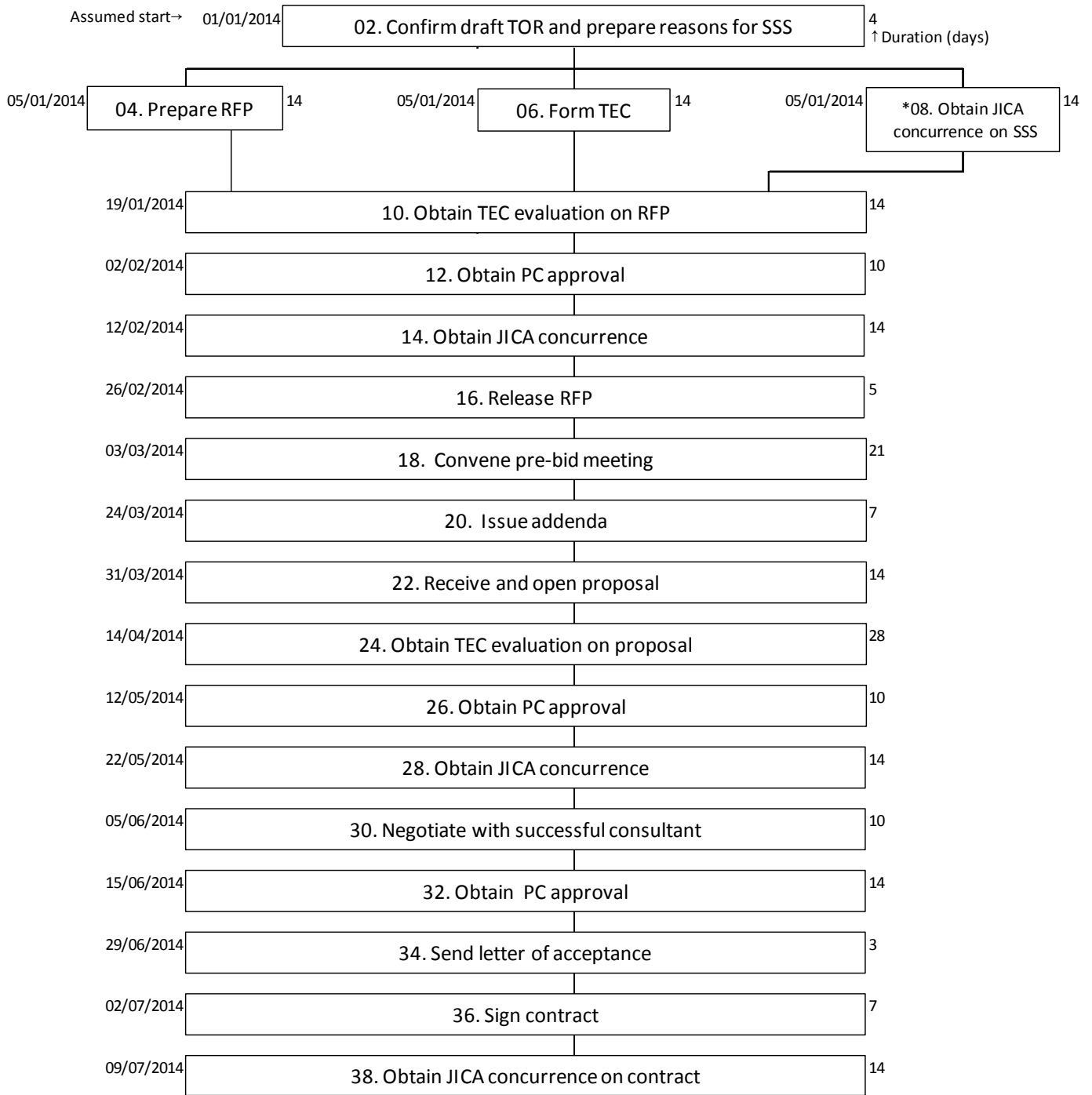
Chart 3. Consultant employment (ICB/ SSS/ 1 stage 2 envelope/ SCAPC: over Rs.100M)



Time period to complete the above process is 8.5 months.

\*08,\*10,\*12. The action is not required if SSS is already determined as funding condition.

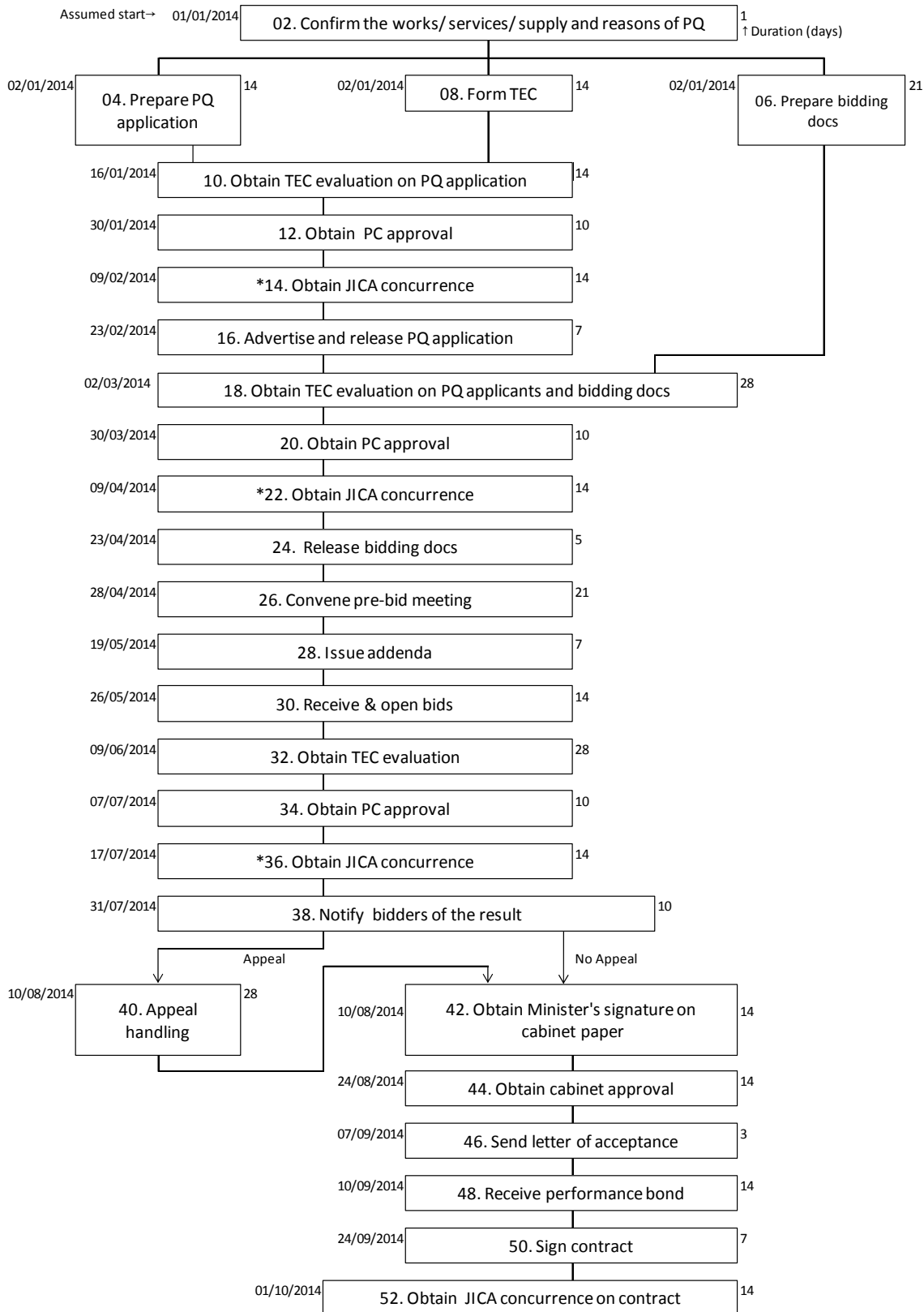
Chart 4. Consultant employment (ICB/ SSS/ 1 stage 2 envelope/ MPC: Rs.20 to 100M)



Time period to complete the above process is 6.7 months.

\*08. The action may not be required if SSS is already determined as funding condition.

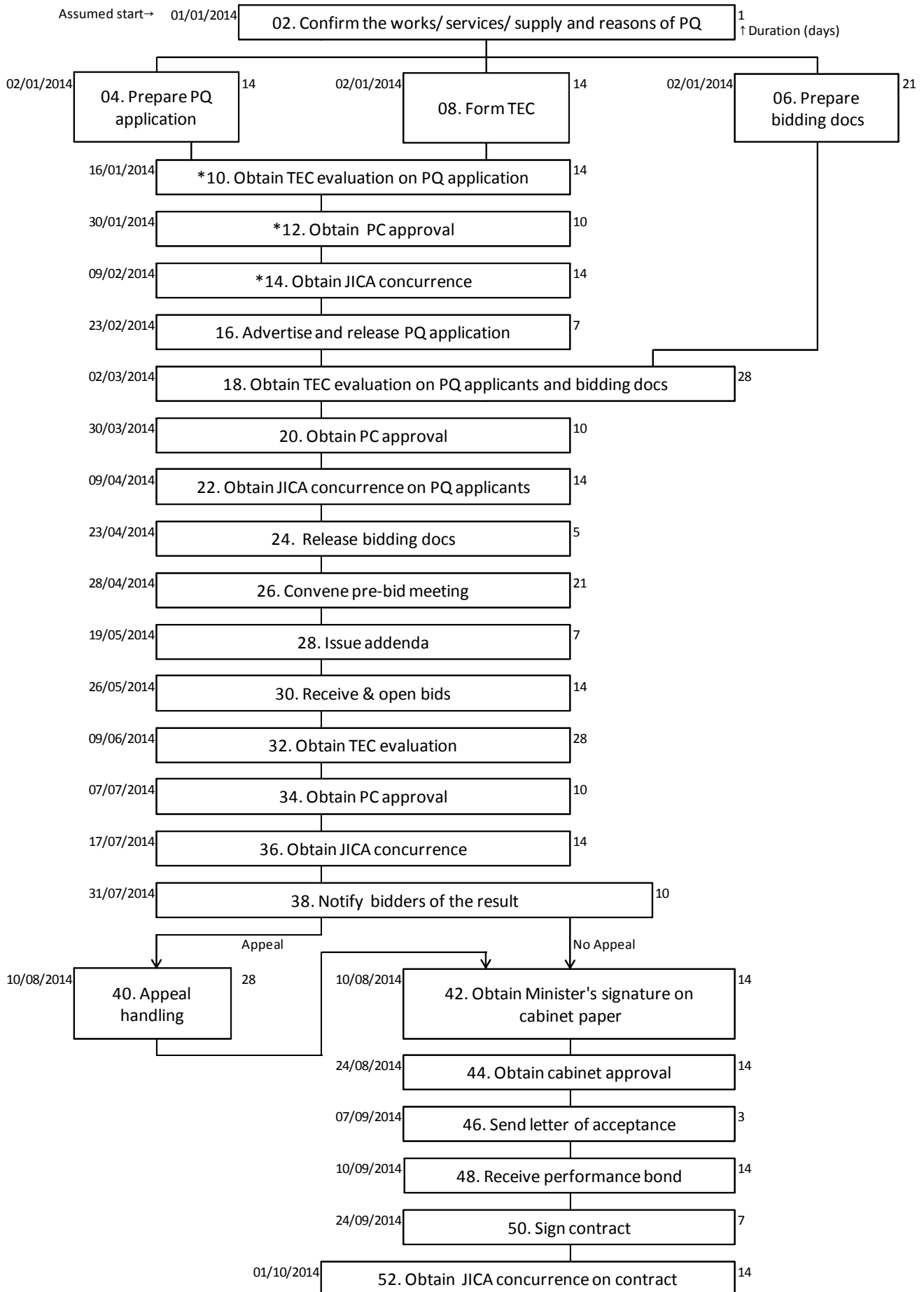
Chart 5. Procurement (ICB with PQ/ 1 stage 1 envelope/ SCAPC: over Rs.500M/ over JPY 3 billion)



Time period to complete the above process is **9.4** months.

\*14. The action is not required in case of less than JPY 1 billion.  
 \*22, \*36. The action is not required in case of less than JPY 0.5 billion.

Chart 6. Procurement (ICB with PQ/1 stage 1 envelope/ SCAPC: over Rs.500M/ JPY0.5 to 3 billion)

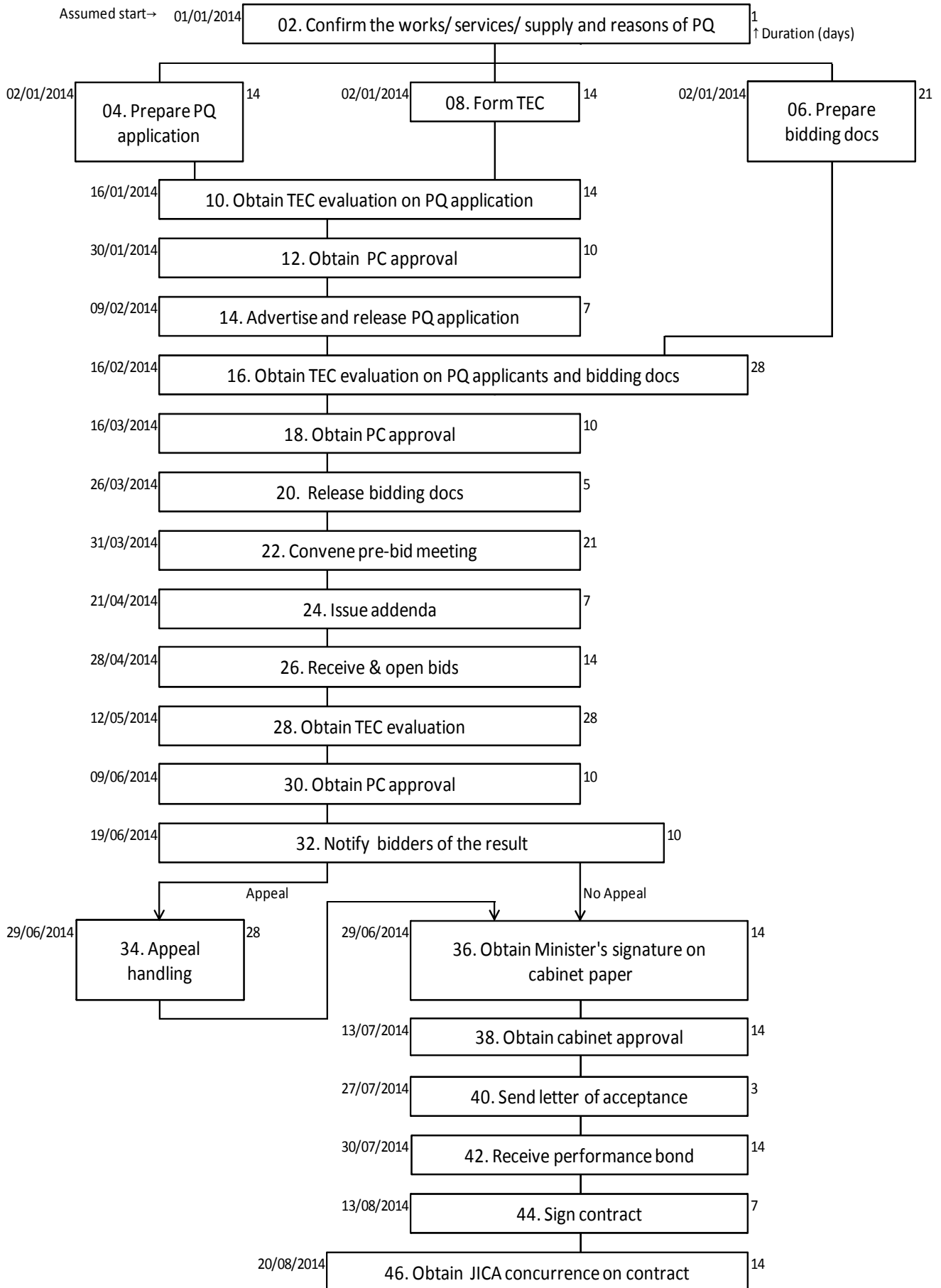


Time period to complete the above process is 9.4 months.

\*10,\*12,\*14. Approval for LCB is also needed if ICB is requested in MOU of Yen loan.

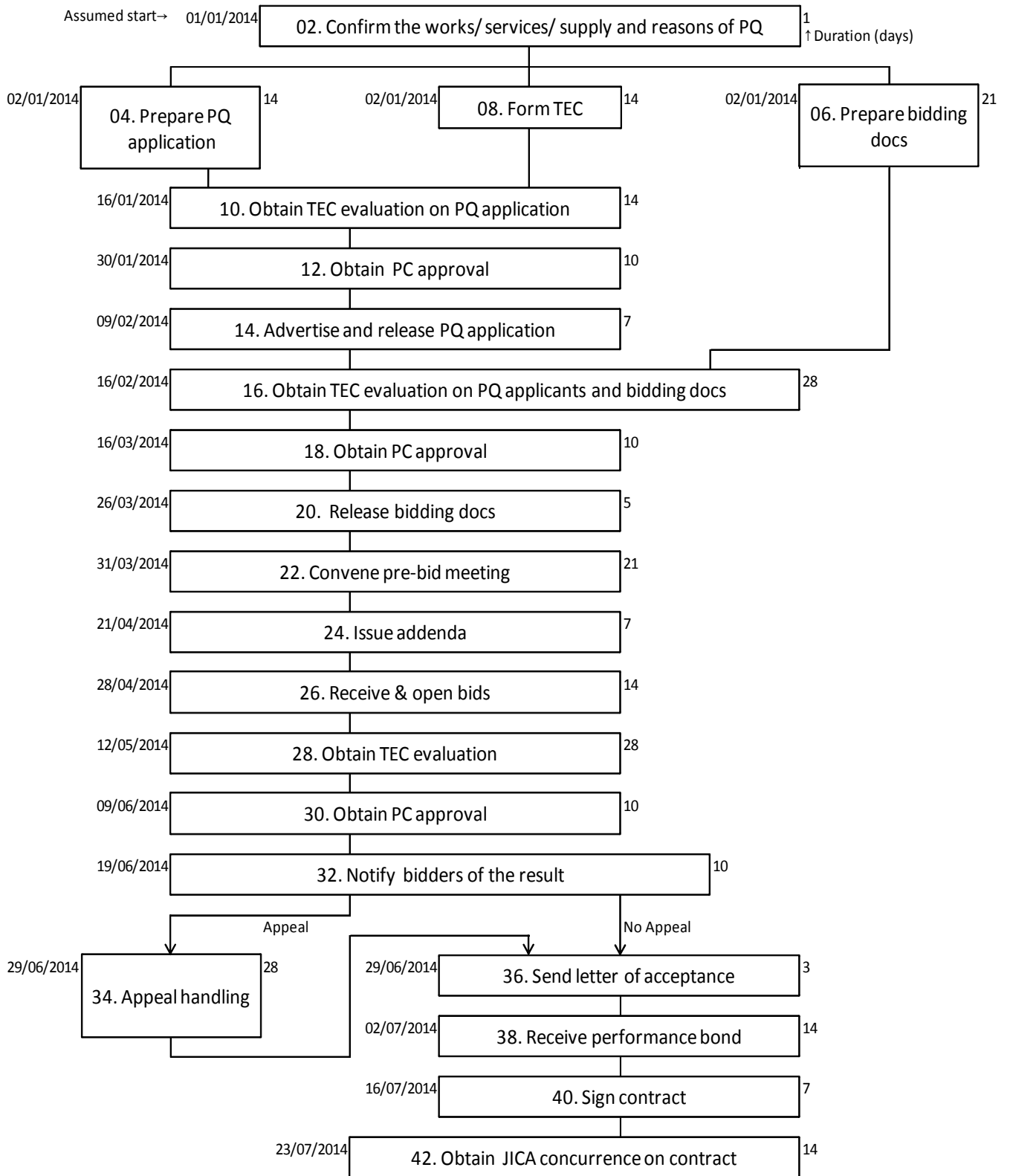


Chart 7. Procurement (ICB with PQ/1 stage 1 envelope/SCAPC: over Rs.500M/below JPY0.5 billion)



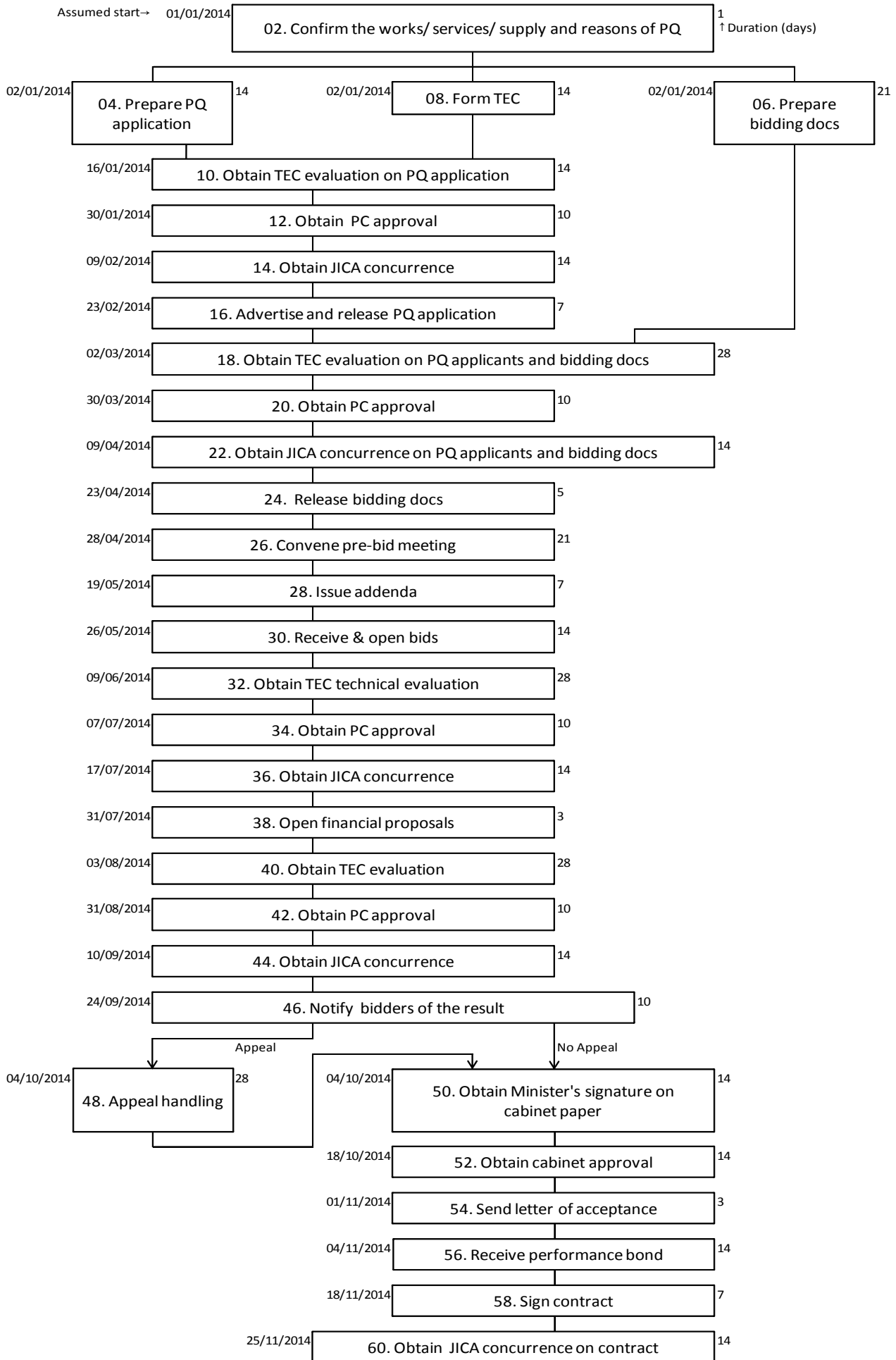
Time period to complete the above process is **8.1** months.

Chart 8. Procurement (ICB with PQ/1 stage 1 envelope/ MPC: Rs.150 to 500M/ below JPY0.5 billion)



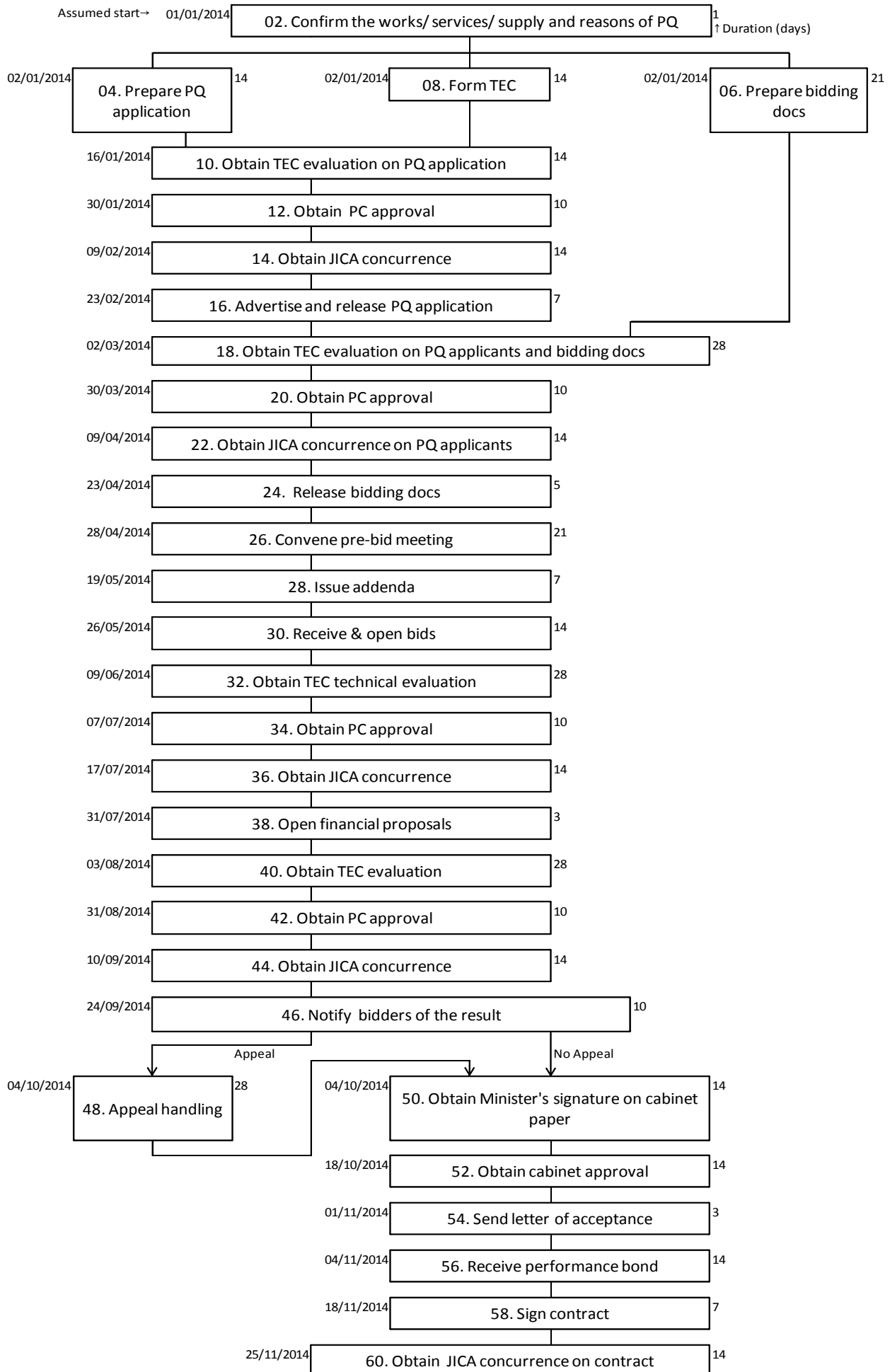
Time period to complete the above process is 7.1 months.

Chart 9. Procurement (ICB with PQ/1 stage 2 envelope/ SCAPC: over Rs.500M/ over JPY3 billion)



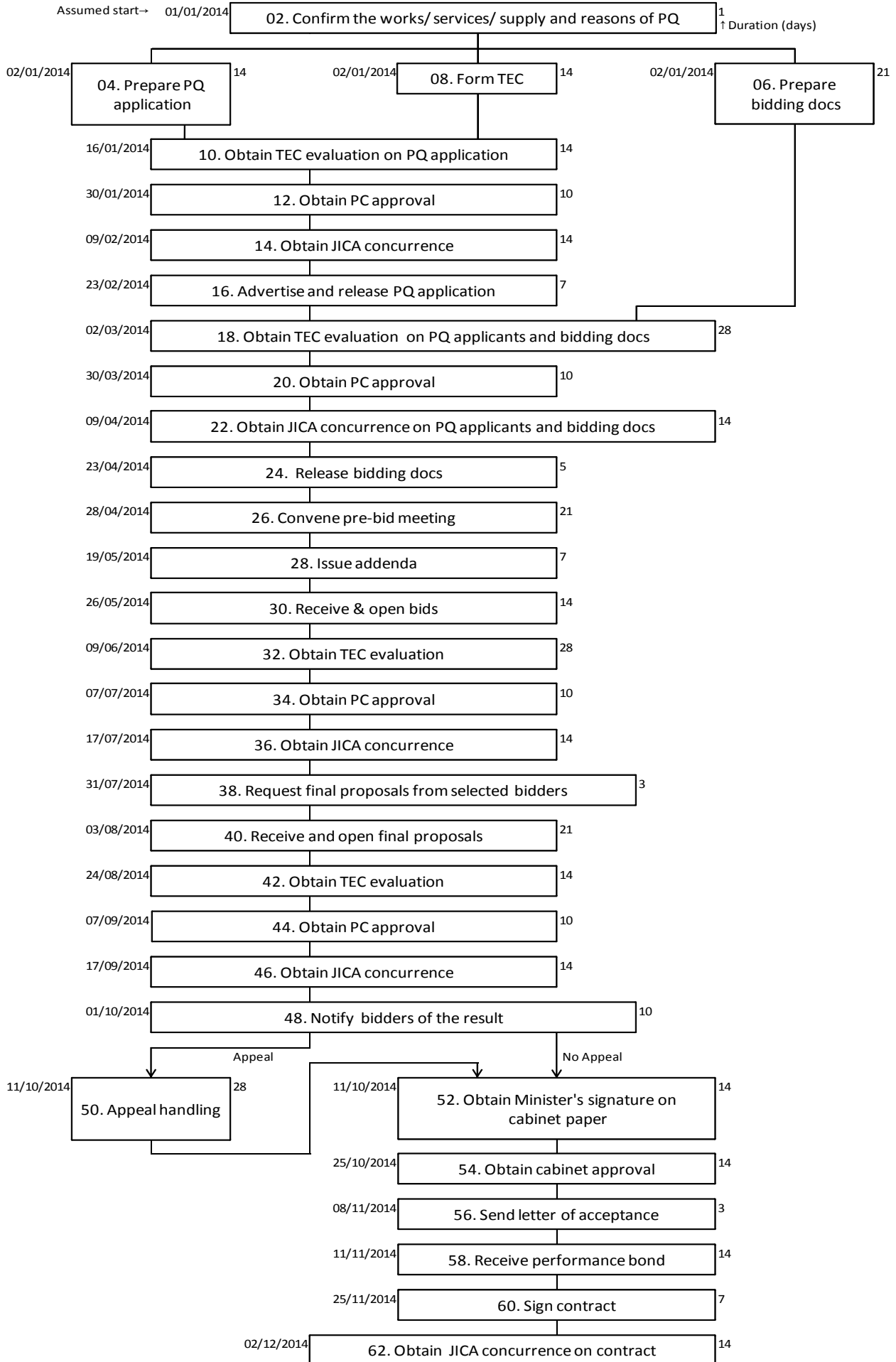
Time period to complete the above process is 11.2 months.

Chart 10. Procurement (ICB with PQ/1 stage 2 envelope/ SCAPC: over Rs.500M/ JPY 1 to 3 billion)



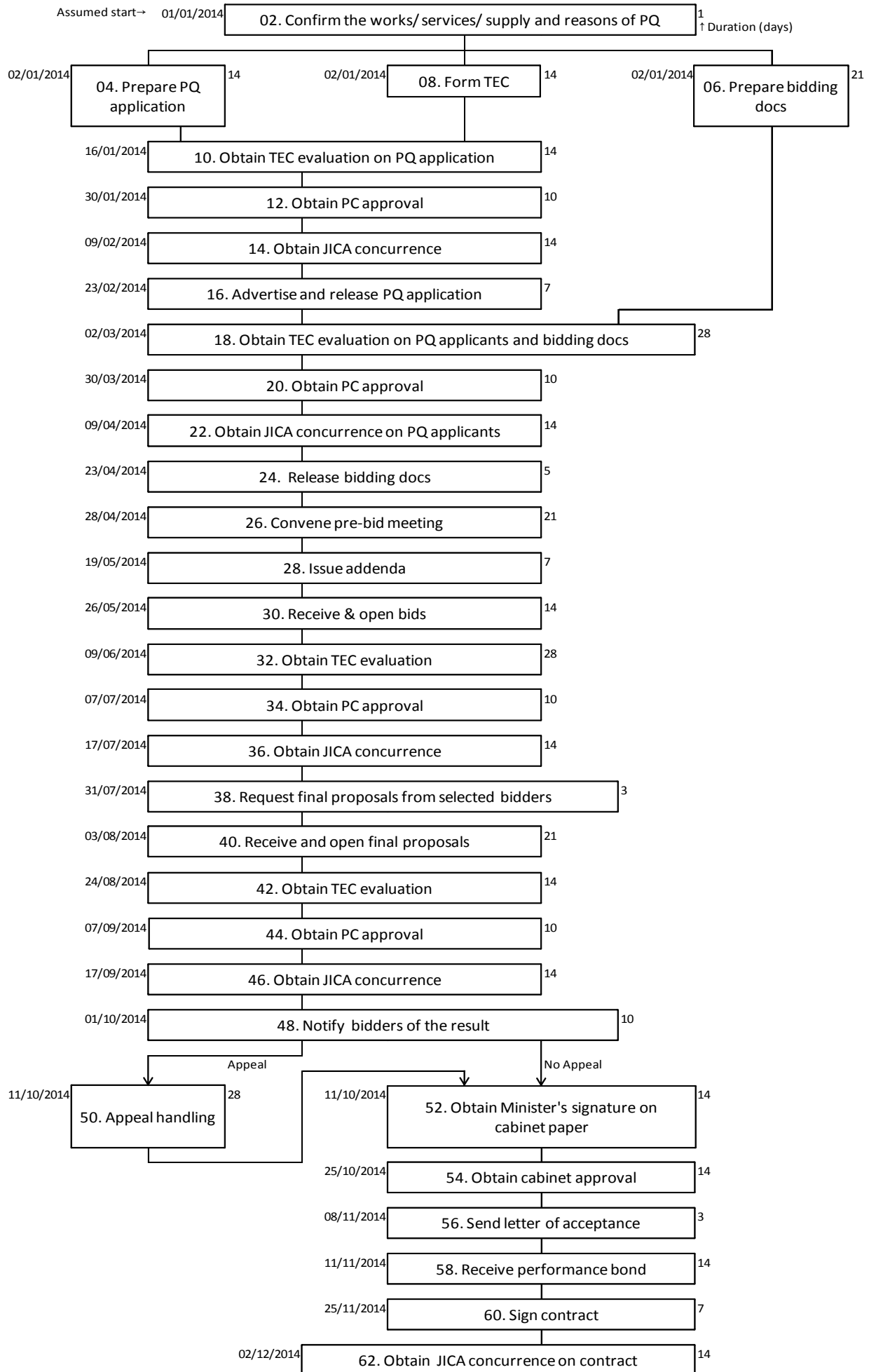
Time period to complete the above process is 11.2 months.

Chart 11. Procurement (ICB with PQ/2 stage 1 envelope/ SCAPC: over Rs.500M/ over JPY 3 billion)



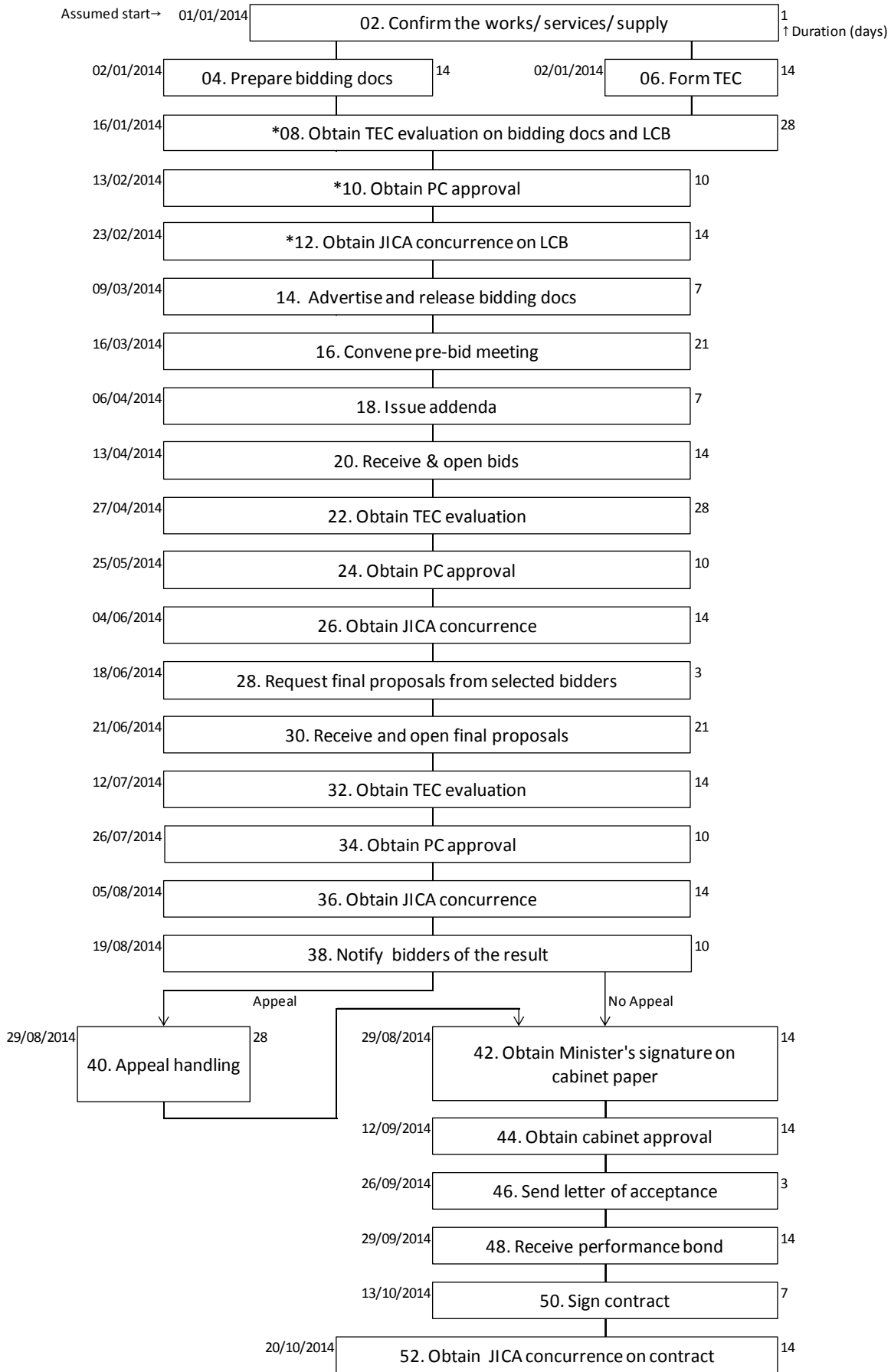
Time period to complete the above process is 11.5 months.

Chart 12. Procurement (ICB with PQ/2 stage 1 envelope/ SCAPC: over Rs.500M/ JPY 1 to 3 billion)



Time period to complete the above process is 11.5 months.

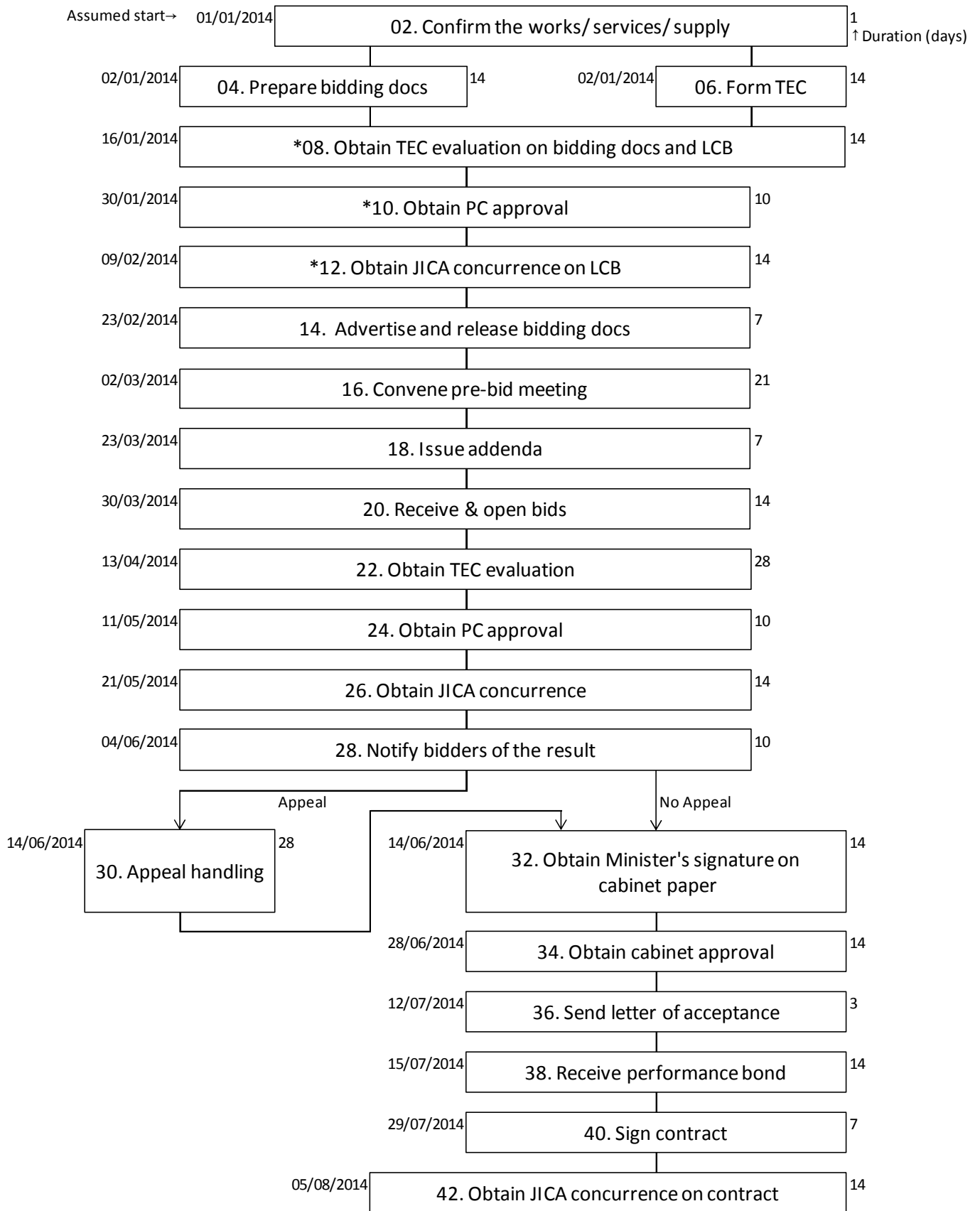
Chart 13. Procurement (LCB without PQ/2 stage 1 enve./ SCAPC: over Rs.500M/ JPY0.5 to 3 billion)



Time period to complete the above process is 10.1 months.

\*08,\*10,\*12. Evaluation/Approval/Concurrence for LCB is not needed if LCB is stipulated in MOU of Yen loan.

Chart 14. Procurement (LCB without PQ/1 stage 1 enve./ SCAPC: over Rs.500M/ JPY0.5 to 3 billion)

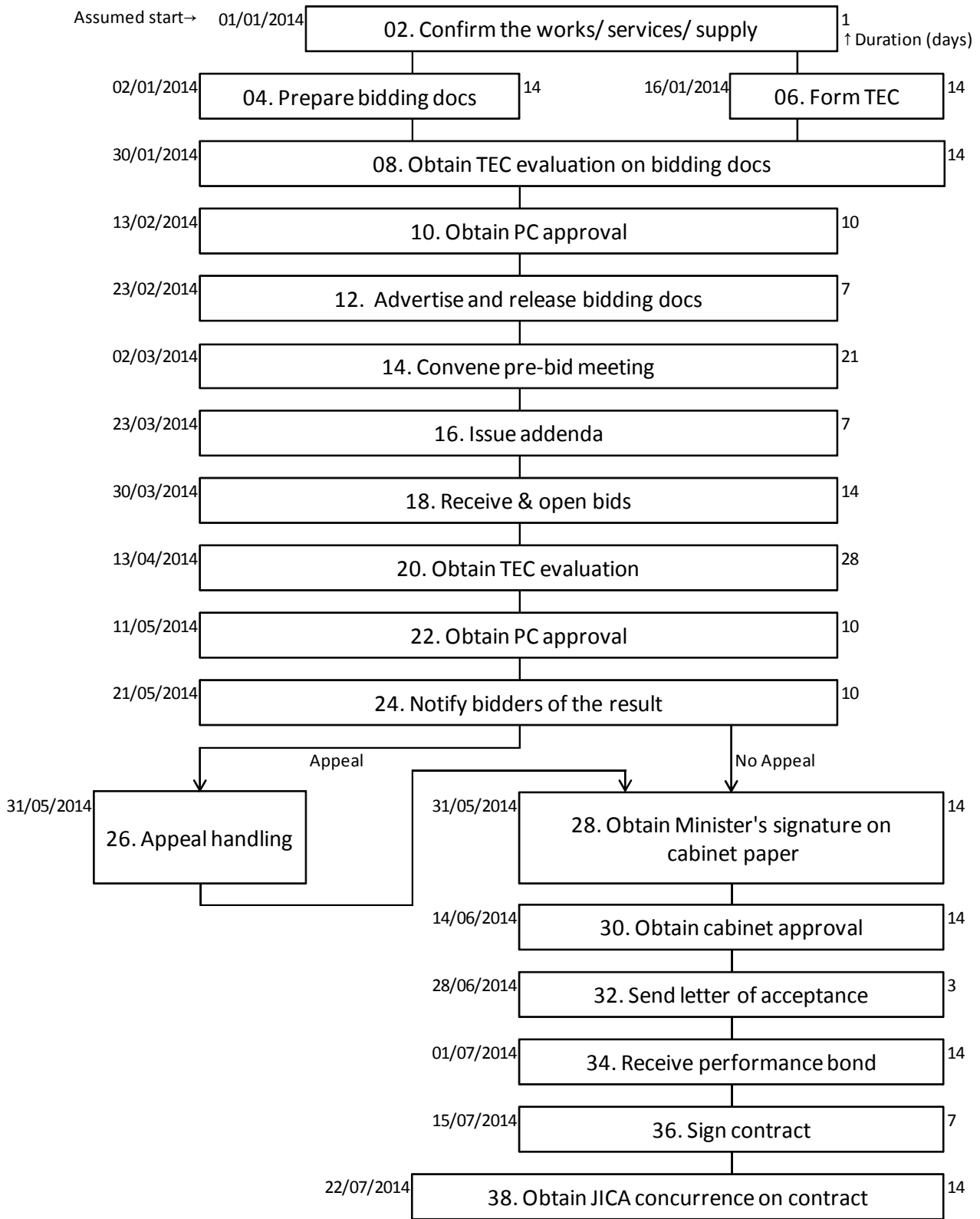


Time period to complete the above process is 7.6 months.

\*08, \*10, \*12. Evaluation/Approval/Concurrence for LCB is not needed if LCB is stipulated in MOU of Yen loan.

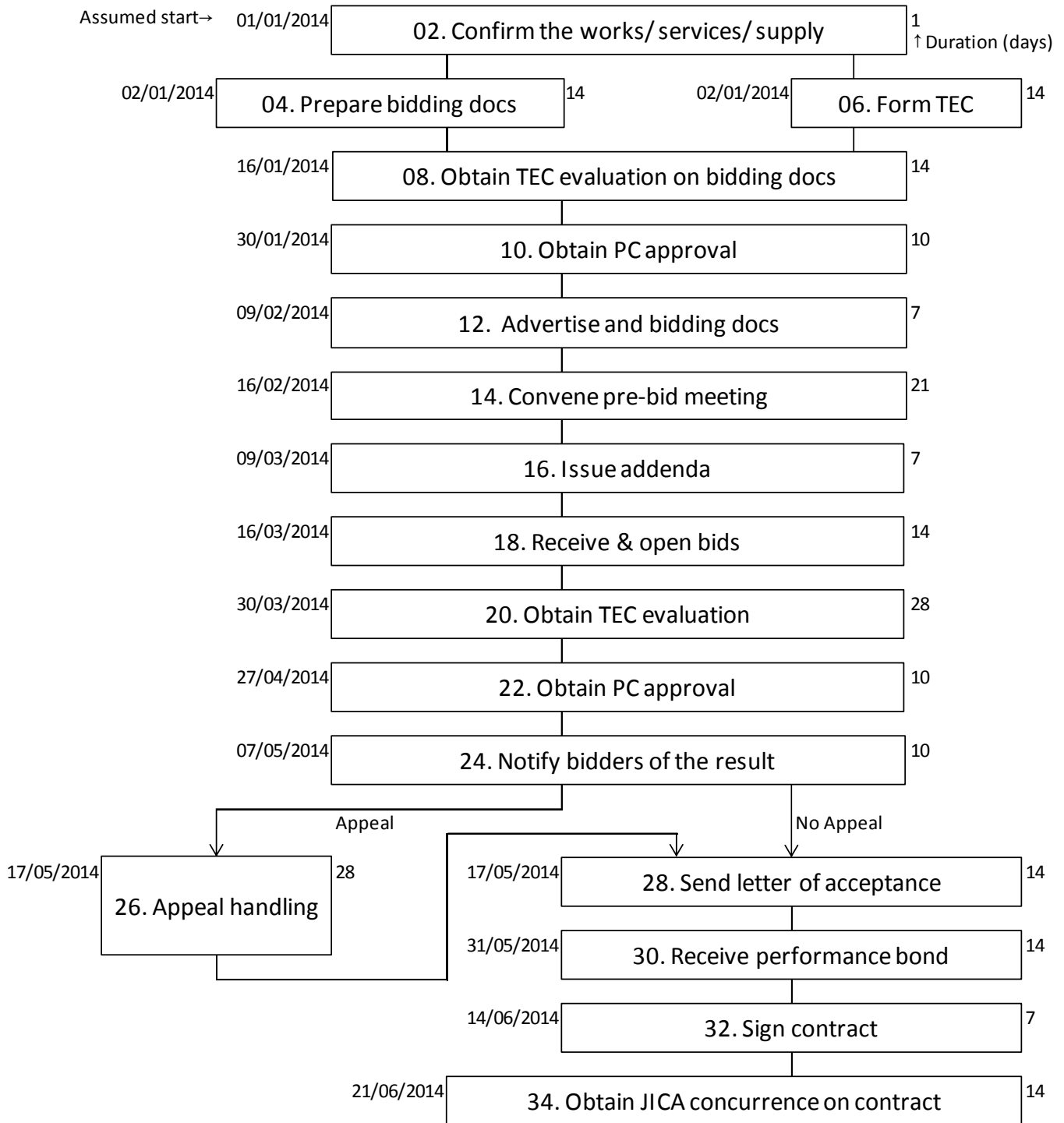


Chart 15. Procurement (LCB without PQ/1 stage 1 enve./ SCAPC:over Rs.500M/ below JPY0.5 billion)



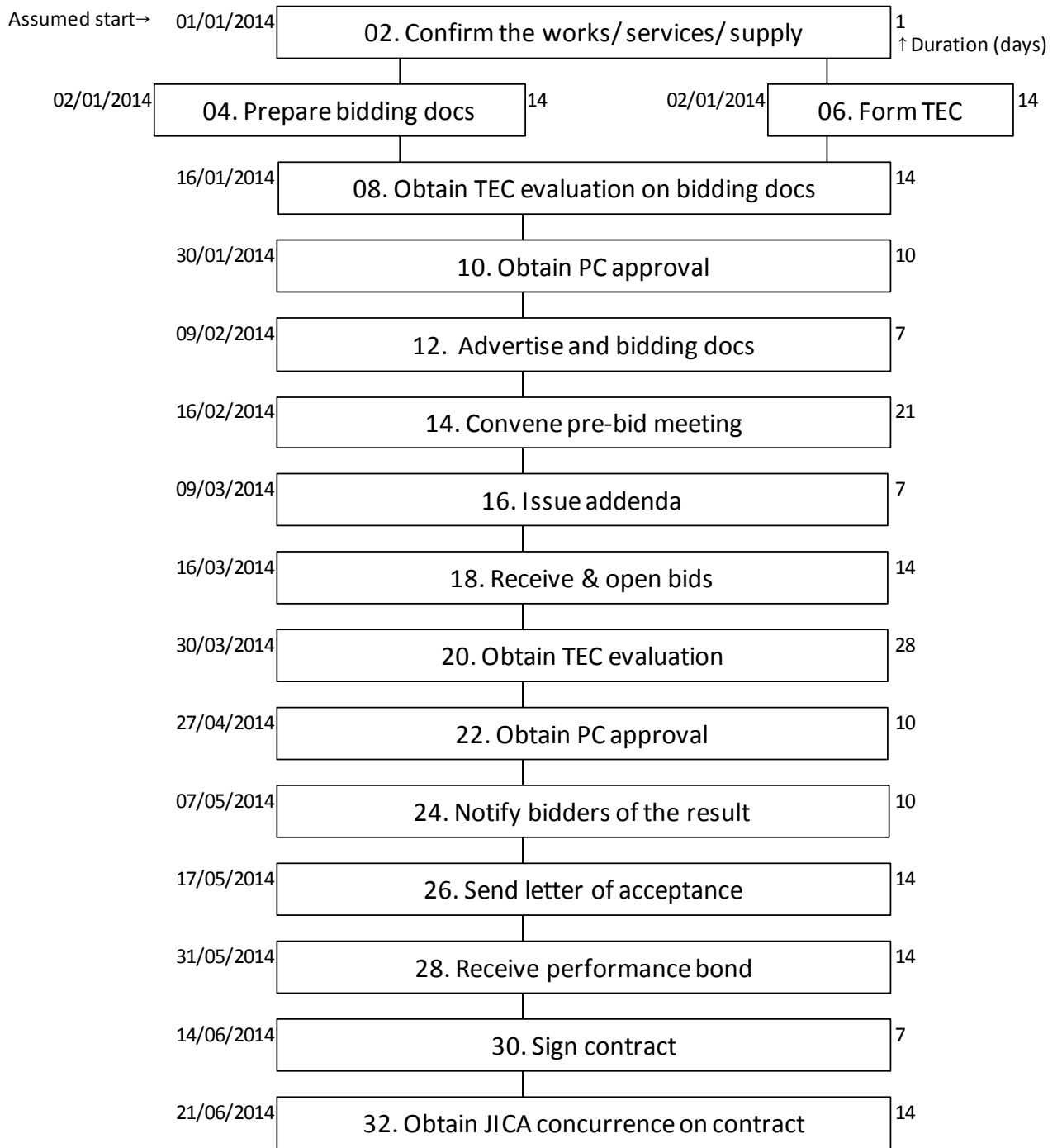
Time period to complete the above process is 7.1 months.

Chart 16. Procurement (LCB without PQ/1 stage 1 envelope/ MPC: over Rs.500M/ below JPY0.5 billion)



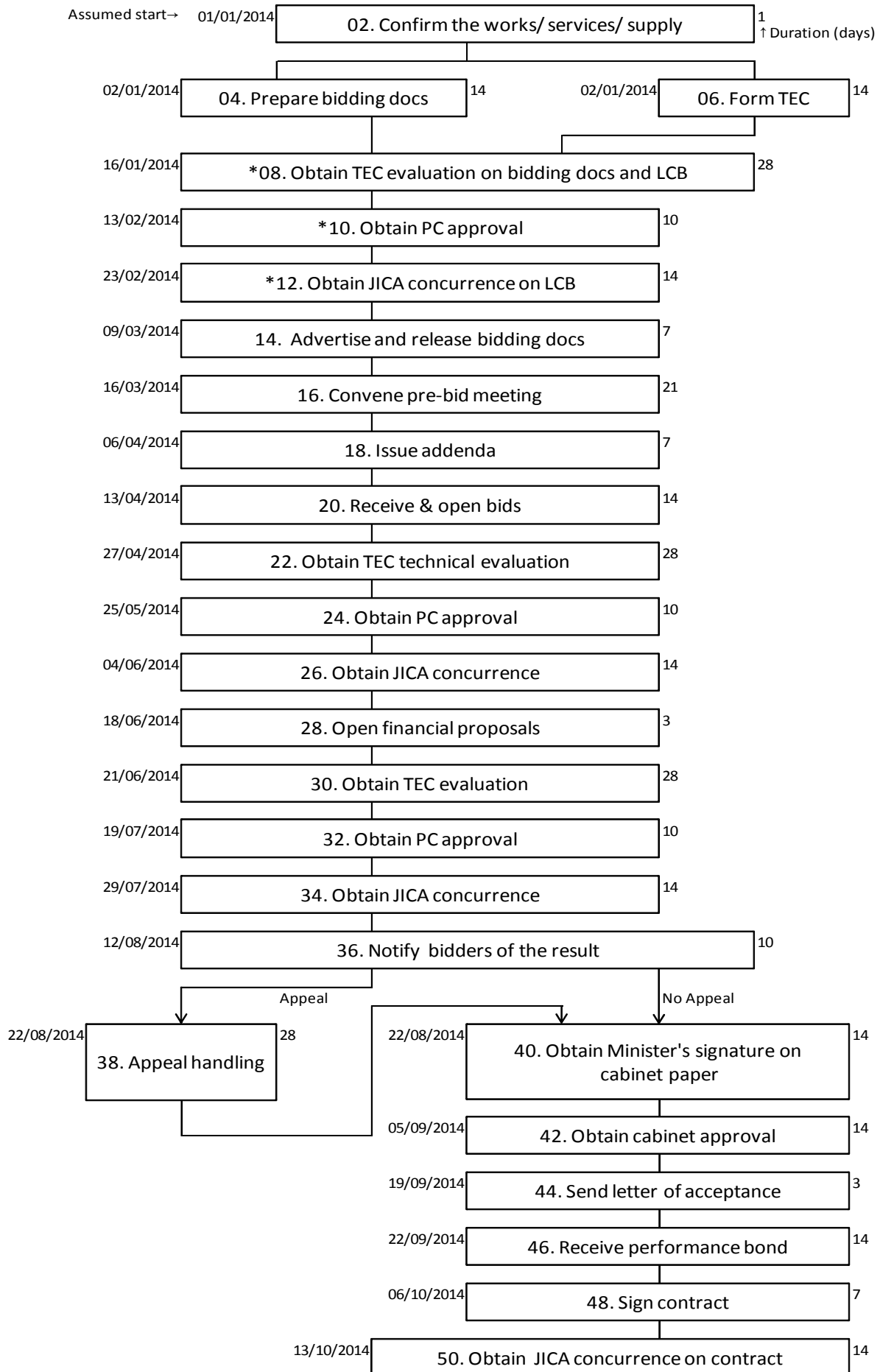
Time period to complete the above process is 6.1 months.

Chart 17. Procurement (LCB without PQ/ 1 stage 1 enve./ DPC or PPC:Rs.5 to 150M/ RPC:below Rs.5M)



Time period to complete the above process is 6.1 months.

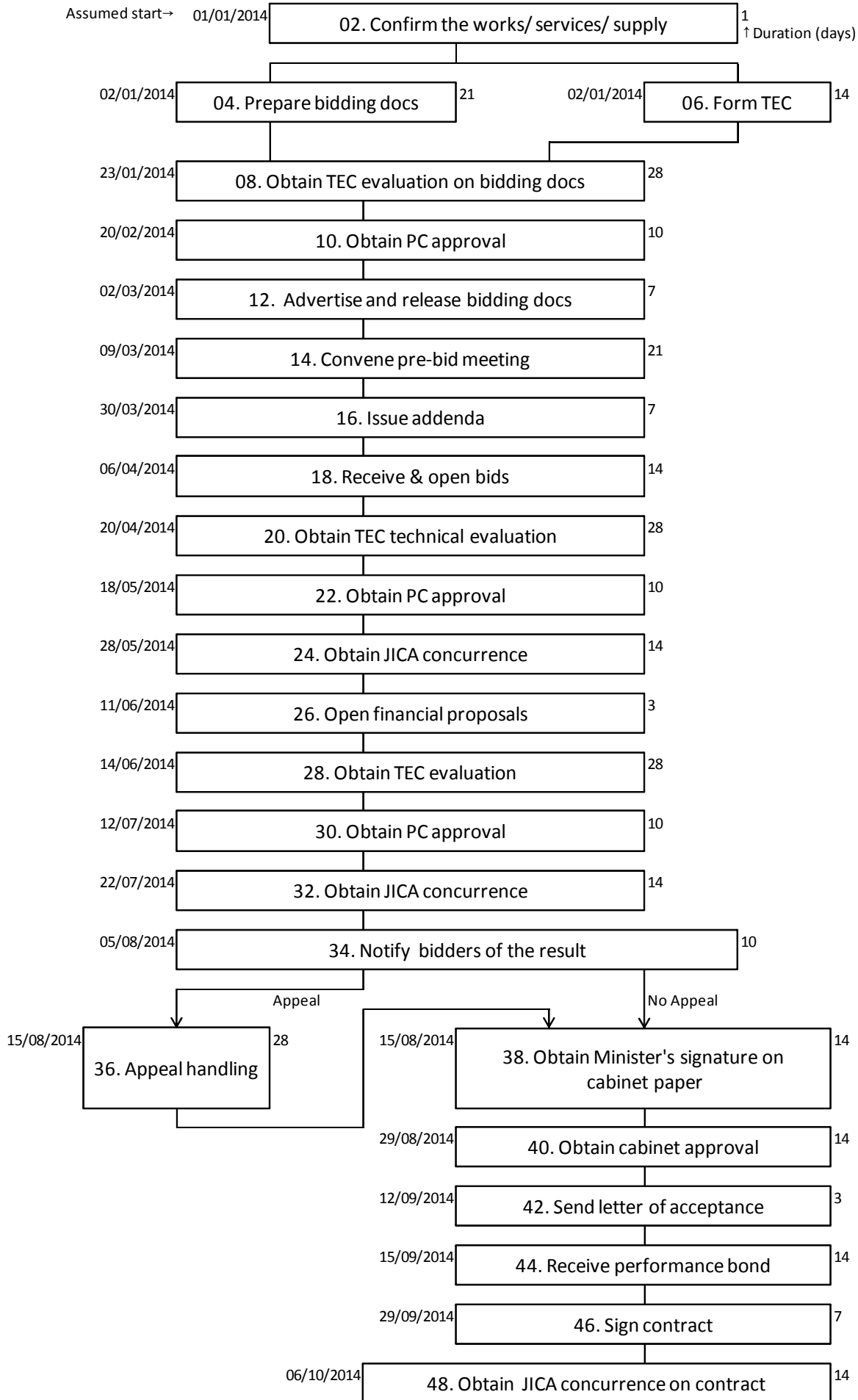
Chart 18. Procurement (LCB without PQ/ 1 stage 2 enve./ SCAPC: over Rs.500M/ JPY 0.5 to 3 billion)



Time period to complete the above process is **9.8 months.**

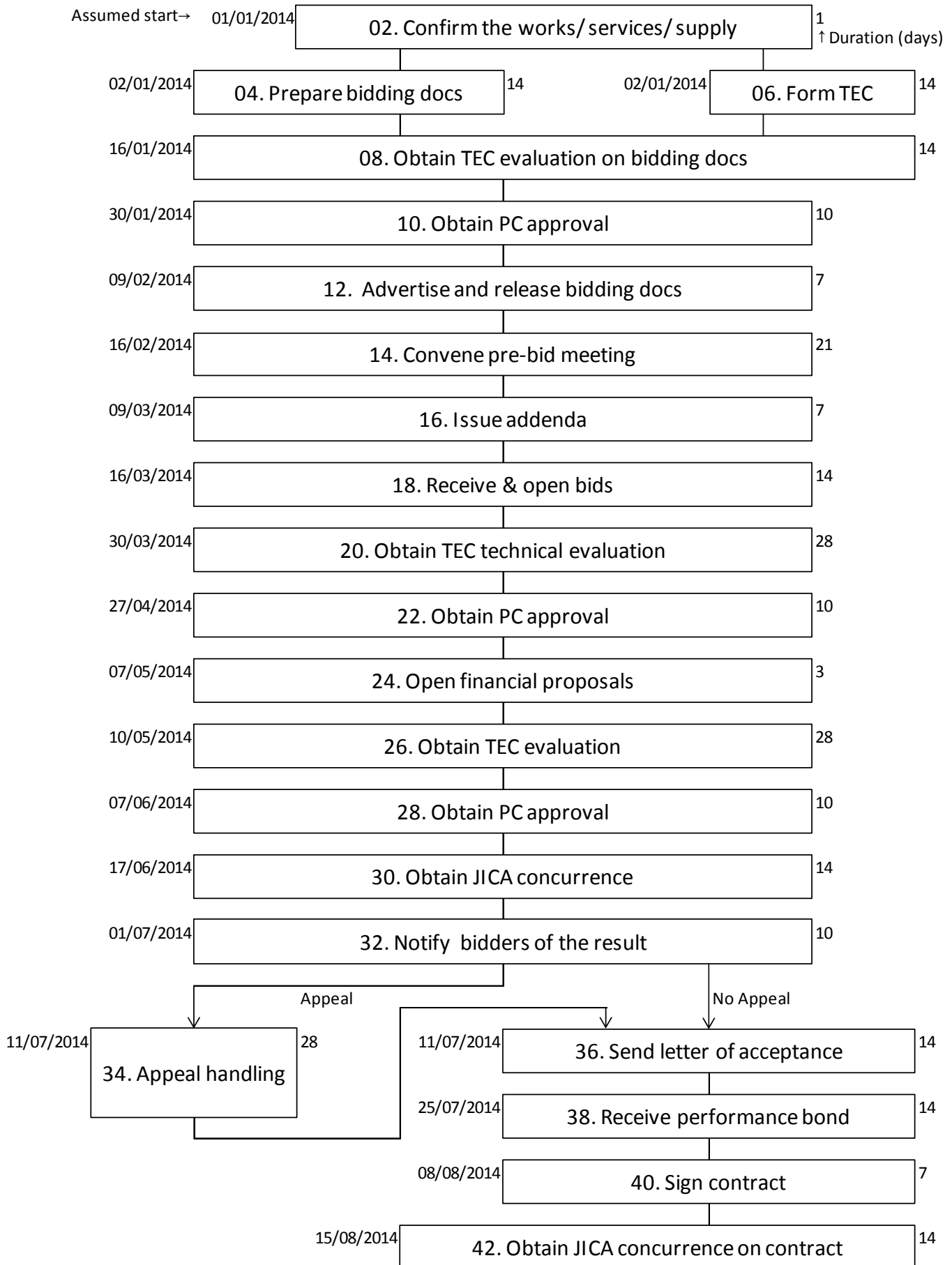
\*08,\*10,\*12. Evaluation/Approval/Concurrence for LCB is not needed if LCB is stipulated in MOU of Yen loan.

Chart 19. Procurement (LCB without PQ/ 1 stage 2 enve./ SCAPC:over Rs.500M/ below JPY 0.5 billion)



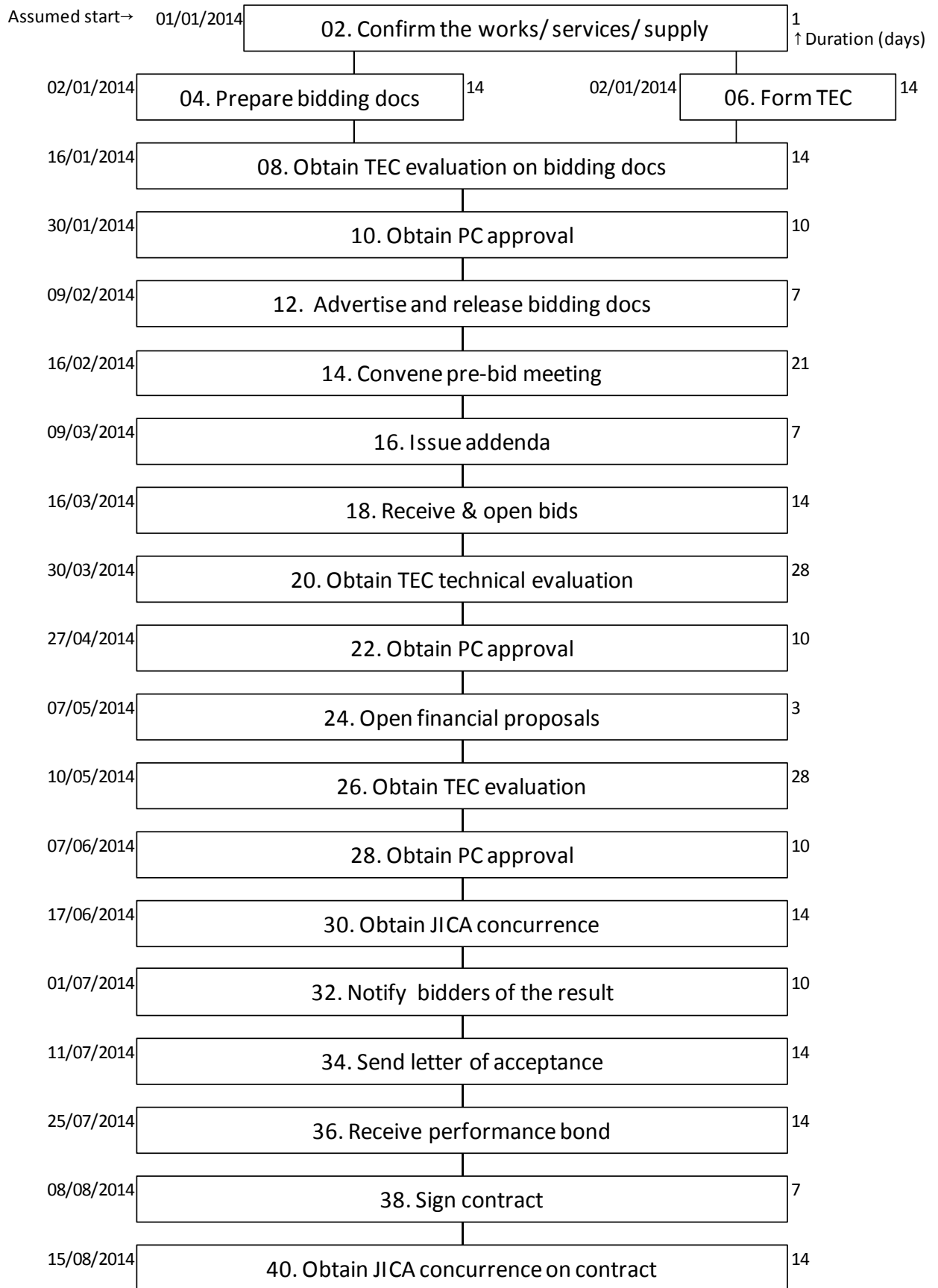
Time period to complete the above process is 9.6 months.

Chart 20. Procurement (LCB without PQ/ 1 stage 2 enve./ MPC: Rs.150 to 500M/ below JPY 0.5 billion)



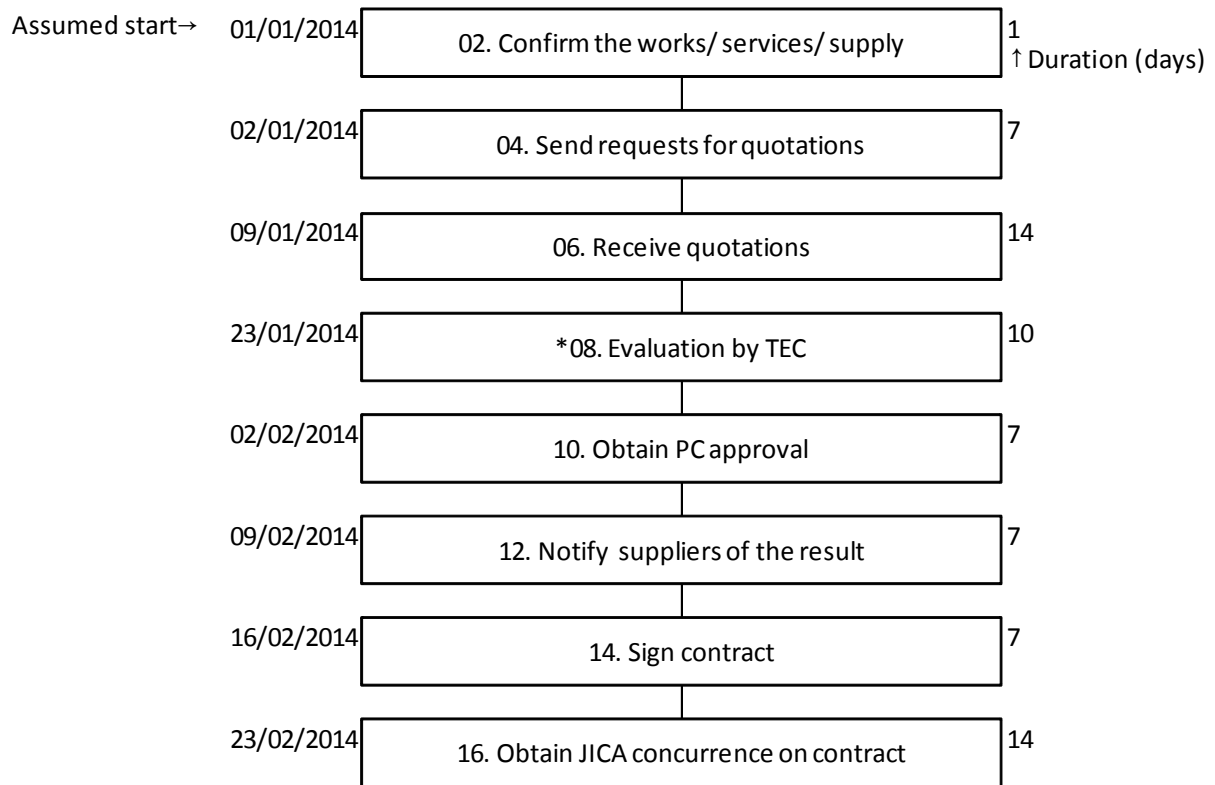
Time period to complete the above process is **7.9 months.**

Chart 21. Procurement (LCB without PQ/ 1 stage 2 envelope/ DPC or PPC: Rs.5 to 150M)



Time period to complete the above process is 7.9 months.

Chart 22. Procurement (Local shopping/ RPC: below Rs.5M)

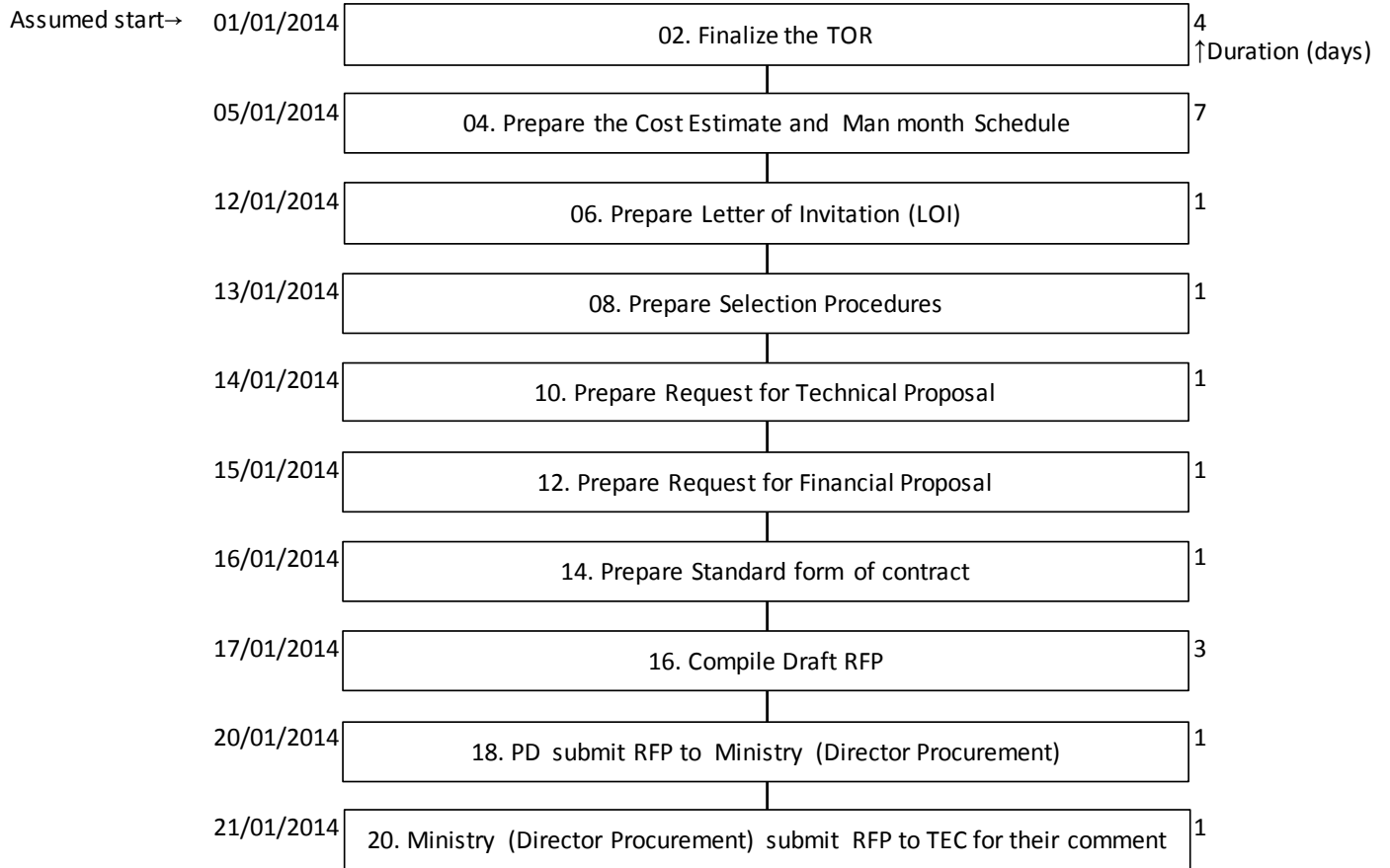


**Time period to complete the above process is 2.2 months.**

\*08. The action is required only when PC needs TEC's technical report on the procurement.

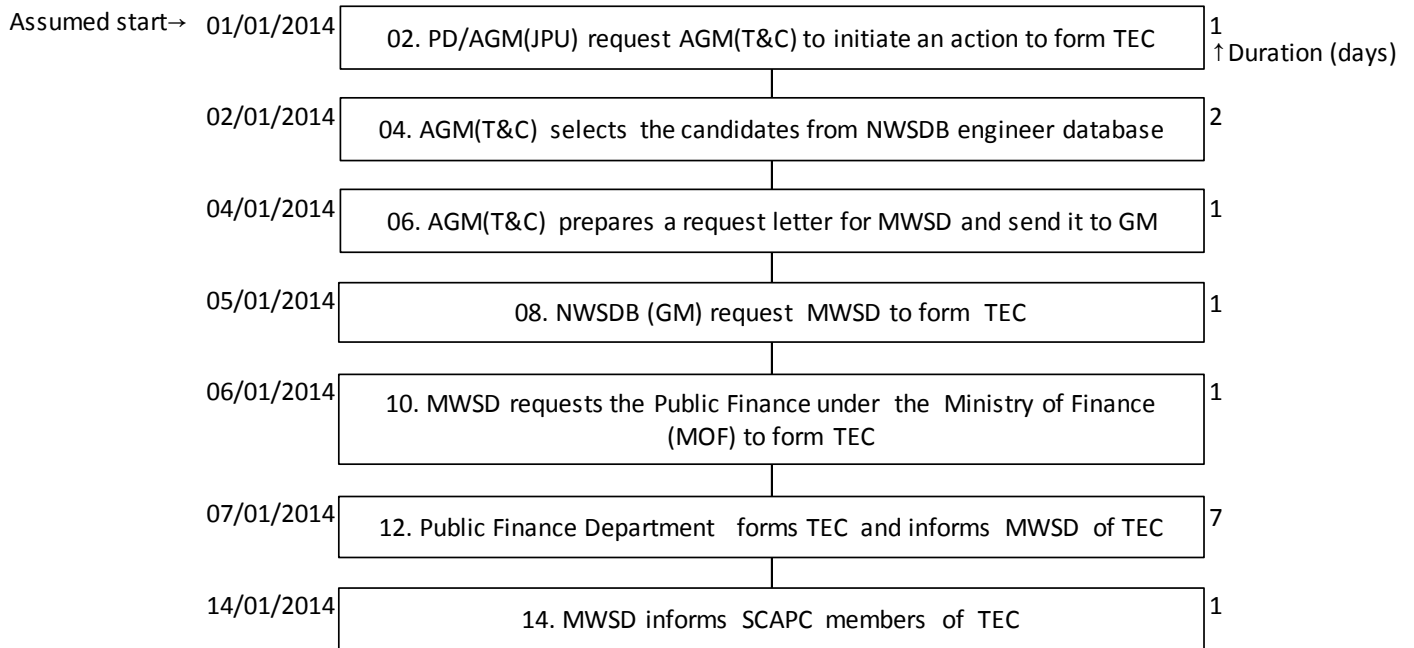


Subchart 31. Preparation of RFP



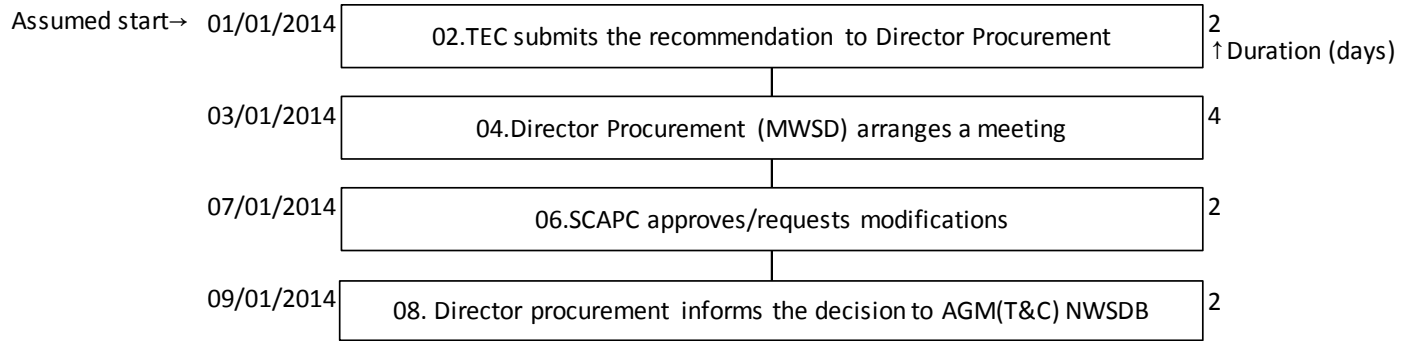
Time period to complete the above process is **21.0** days.

Subchart 32. Formation of TEC for SCAPC



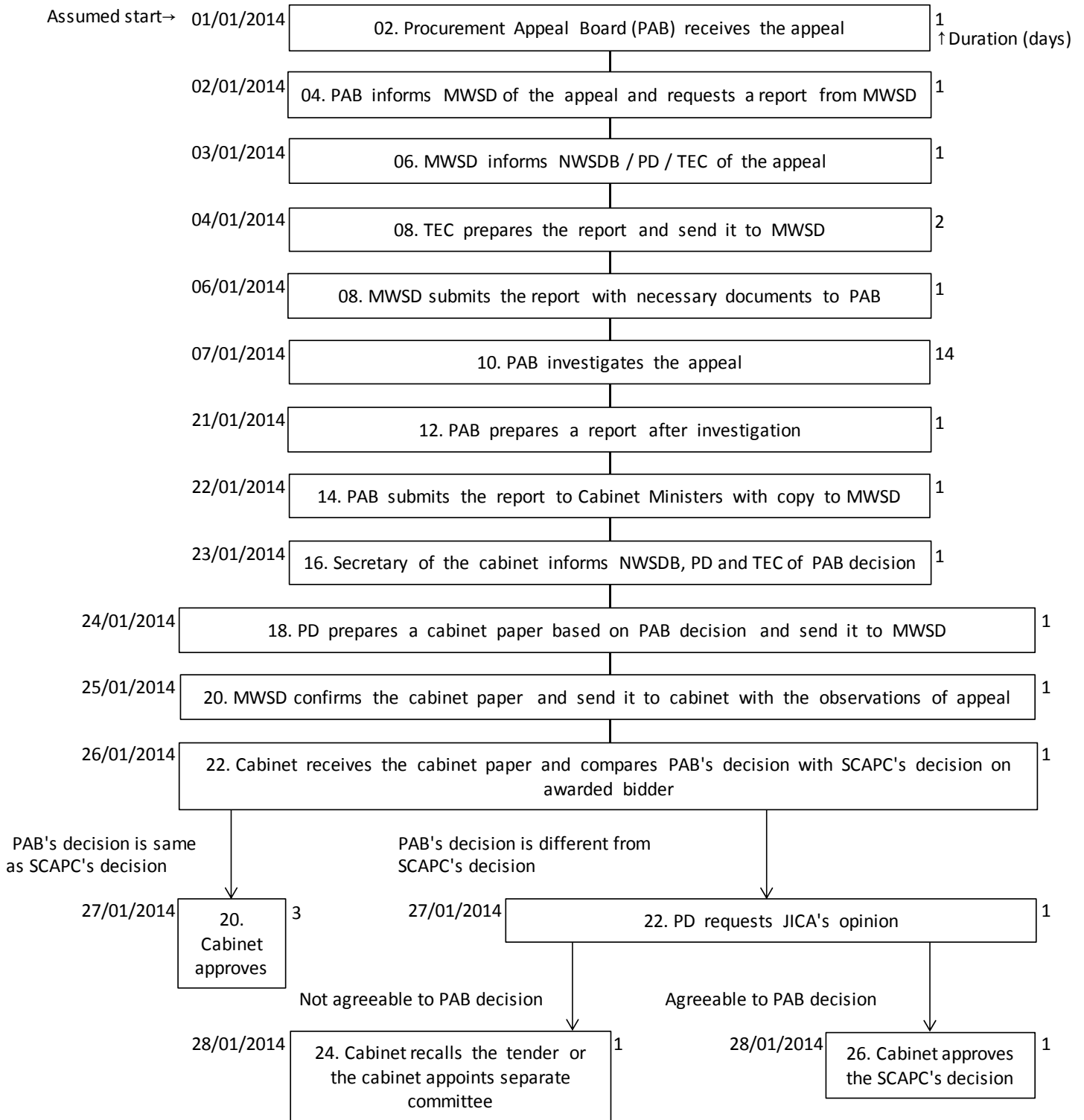
Time period to complete the above process is **14.0** days.

Subchart 33. Obtaining SCAPC's approval on TEC's technical evaluation



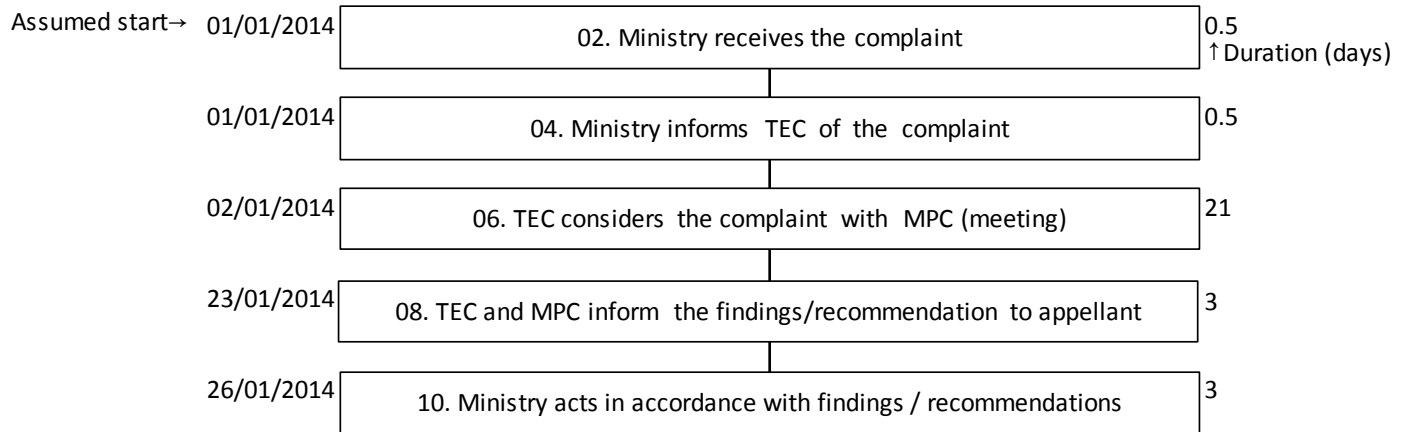
Time period to complete the above process is 10.0 days.

Subchart 34. Appeal handling (SCAPC)



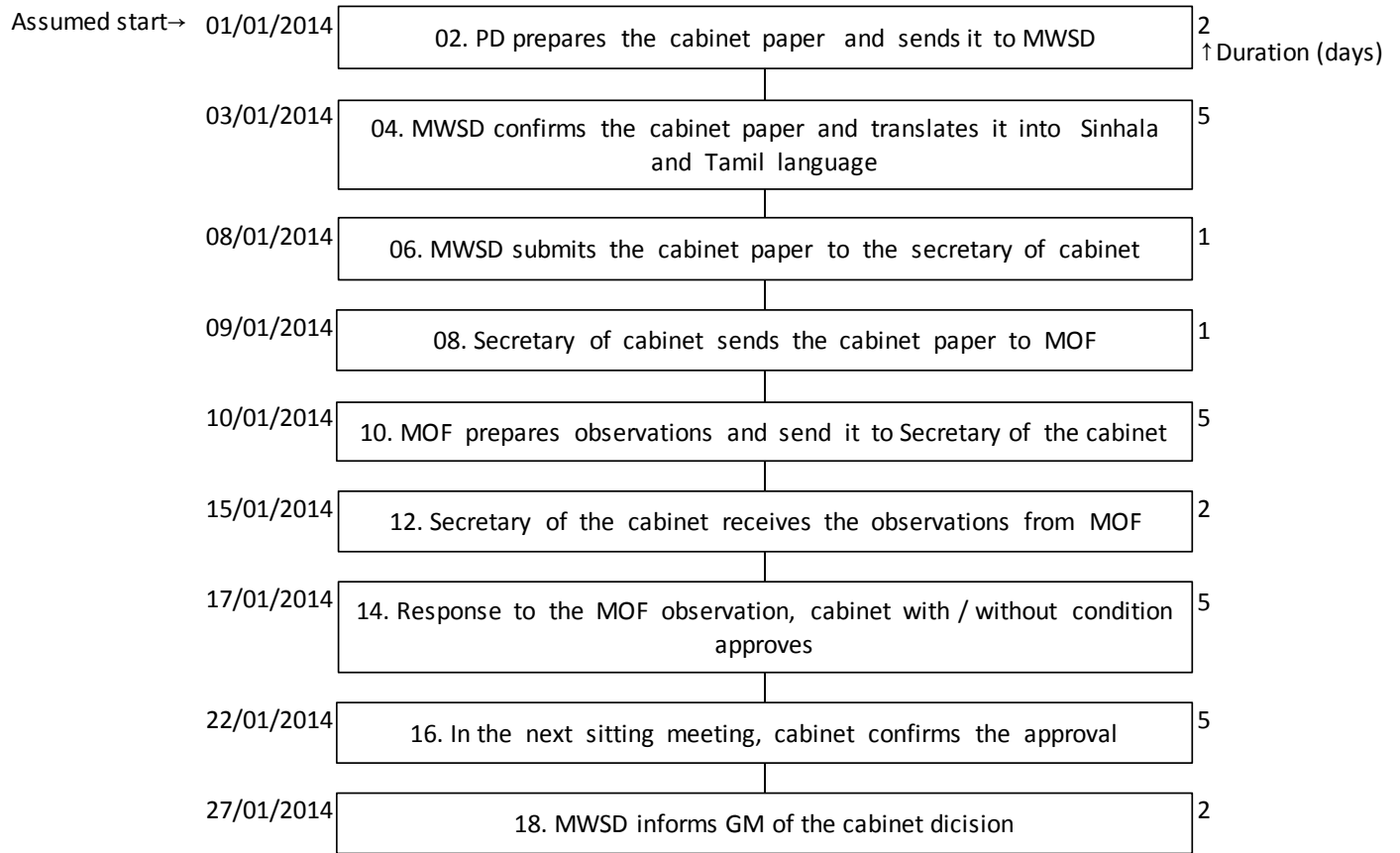
Time period to complete the above process is **28.0 days.**

Subchart 35. Appeal handling (MPC)



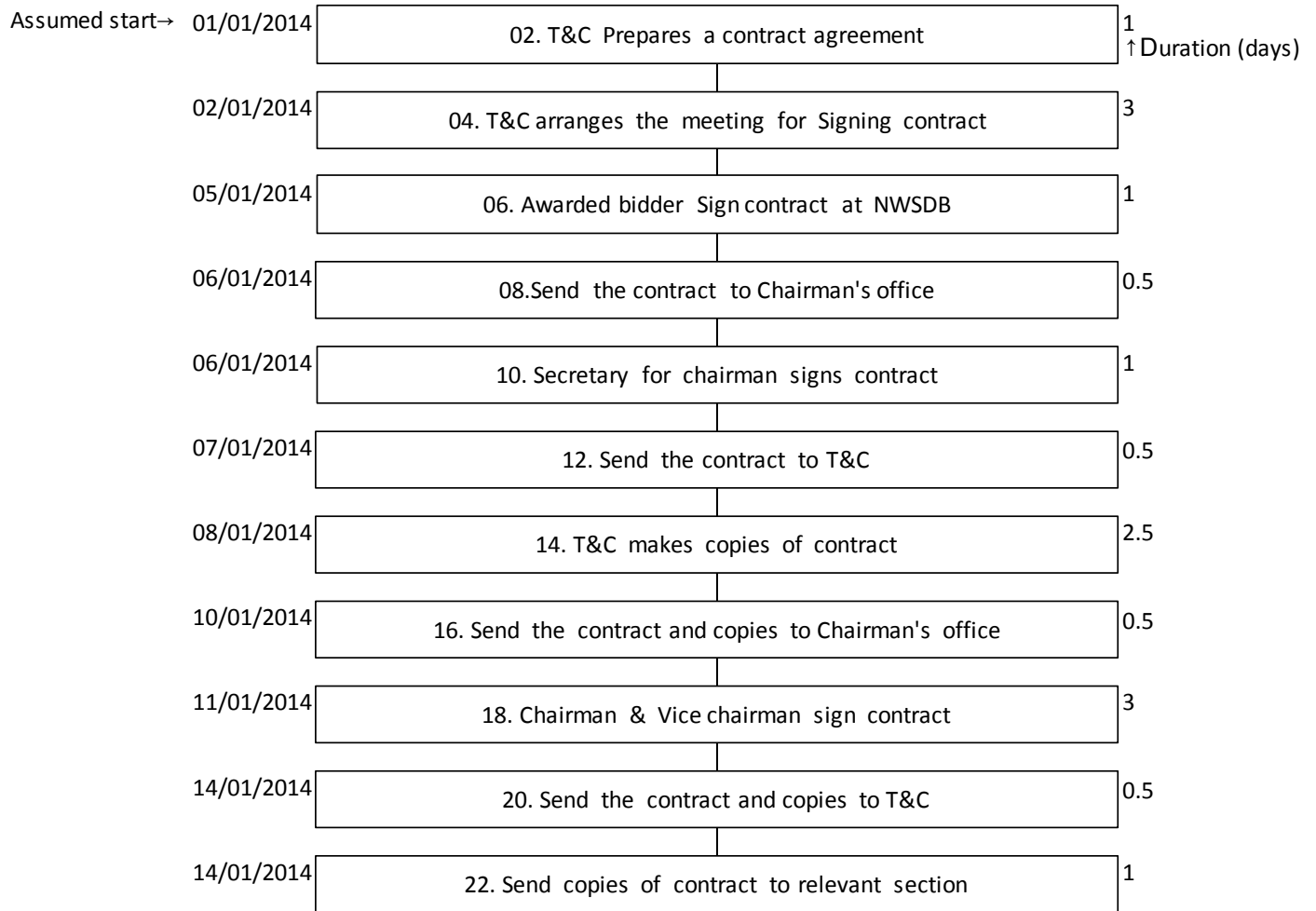
**Time period to complete the above process is 28.0 days.**

Subchart 36. Obtaining minister’s signature on cabinet papers / obtaining cabinet approval



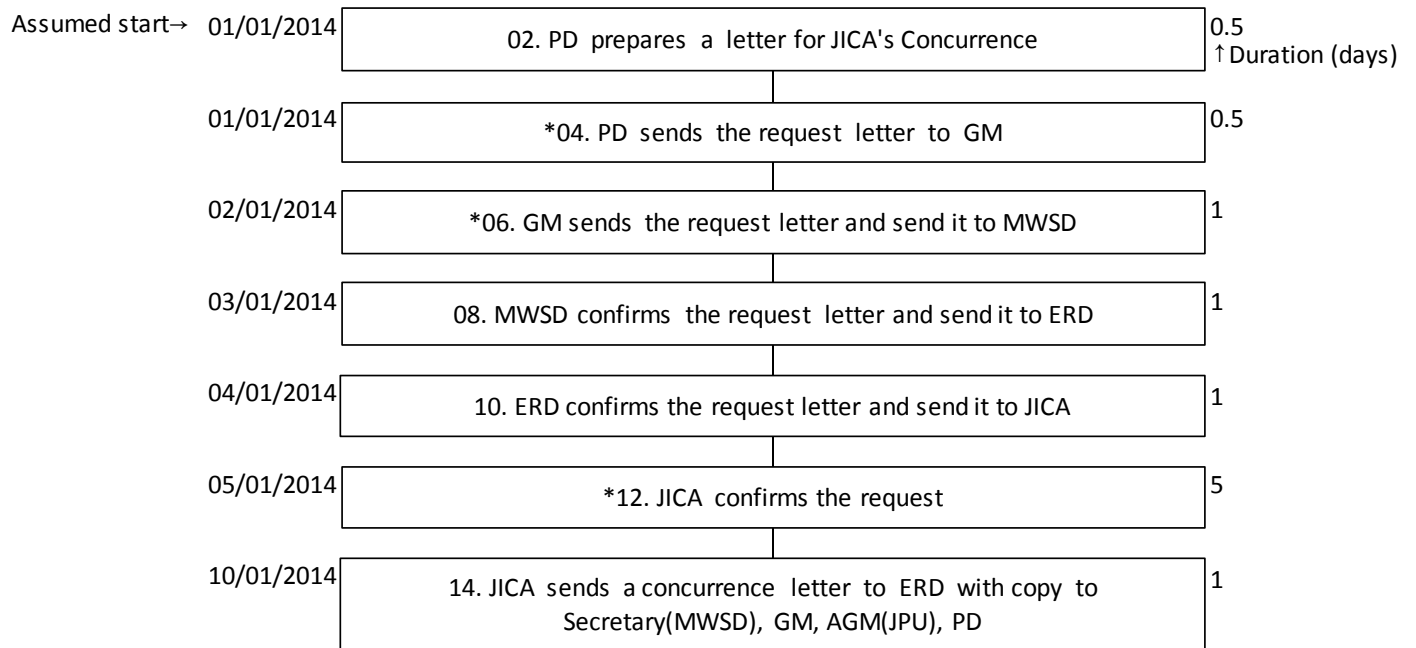
Time period to complete the above process is **28.0** days.

Subchart 37. Signing contract



Time period to complete the above process is **14.0** days.

Subchart 38. Obtaining JICA concurrence on signed contract



Time period to complete the above process is **10.0 days.**

- \*04. "Contract document" is sent to JICA directly from PD
- \*06. GM send the request letter to JICA by FAX in this timing
- \*12. JICA takes a action after receiving the letter from ERD



## Chapter III Description of Step

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
1	02	Finalize TOR	S) PD reviews draft TOR that is already prepared in a previous document. E) PD completes TOR.	(1) TOR
1	04	Prepare RFP	S) PD starts preparing RFP. M) PD completes RFP and sends it to AGM (T&C). E) AGM (T&C) receives RFP. Note: This step is detailed in Subchart 31.	(1) RFP
1	06	Consult with JICA on shortlisting	S) PD confirms that NWSDB is unable to shortlist sufficient number of qualified consultants for itself. M) PD and AGM (JPU) ask JICA to suggest qualified consultants and receive a list of JICA suggested consultants. E) After checking the list, PD prepares a shortlist of qualified consultants.	(1) List of qualified consultants
1	08	Form TEC	S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.  The following checklist is required to use in this Step. <ul style="list-style-type: none"> <li>✓ The number of TEC member is "odd".</li> <li>✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.)</li> <li>✓ In case of the addition, the letter of request needs a reason</li> </ul>	(1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
1	10	Obtain TEC evaluation on RFP	S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) RFP (3) TEC report
1	12	Obtain PC approval	S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	(1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
1	14	Obtain JICA concurrence for RFP and Shortlisting	S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	(1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
1	16	Release RFP	S) AGM (T&C) sends invitation letters to shortlisted consultants. M) AGM (T&C) prepares copies of RFP for consultants. E) Shortlisted consultants collect RFPs from NWSDB.	(1) Invitation letter (2) RFP

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
1	18	Convene pre-bid meeting	S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	(1) Minutes of meeting
1	20	Issue addenda	S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	(1) Addenda
1	22	Receive proposals and open technical proposals	S) PC awaits proposal closing date. M) AGM (T&C) organizes the opening of proposals. E) PC confirms the receipt of proposals and opens technical proposals.	(1) Proposals
1	24	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Technical proposal (3) TEC report
1	26	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown. Note: This step is detailed in Subchart 33.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
1	28	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
1	30	Open financial proposals	S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	(1) financial proposals
1	32	Obtain TEC overall evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
1	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			which PC approval is shown.	
1	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
1	38	Negotiate with successful consultant	S) PC notifies both successful and unsuccessful consultants of the result. M) PD prepares a draft contract. E) PC organizes contract negotiations with successful consultant.	(1) draft contract
1	40	Obtain PC approval	S) PC prepares minutes of negotiation meetings and send it to AGM (T&C). E) AGM (T&C) receives a copy of minutes of negotiation meeting.	(1) Minutes of meeting
1	42	Obtain Minister's signature on Cabinet paper	S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36.	(1) Cabinet paper
1	44	Obtain cabinet approval	S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	(1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
1	46	Send letter of acceptance	S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	(1) Letter of acceptance
1	48	Sign contract	S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	(1) Contract agreement
1	50	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter. Note: This step is detailed in Subchart 38.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
2	02	Finalize TOR	Same as Chart 1 Step 02 S) PD reviews draft TOR that is already prepared in a previous document. E) PD completes TOR.	Same as Chart 1 Step 02 (1) TOR
2	04	Prepare RFP	Same as Chart 1 Step 04 S) PD starts preparing RFP.	Same as Chart 1 Step 04

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			M) PD completes RFP and sends it to AGM (T&C). E) AGM (T&C) receives RFP. Note: This step is detailed in Subchart 31	(1) RFP
2	06	Consult with JICA on shortlisting	Same as Chart 1 Step 06 S) PD confirms that NWSDB is unable to shortlist sufficient number of qualified consultants for itself. M) PD and AGM (JPU) ask JICA to suggest qualified consultants and receive a list of JICA suggested consultants. E) After checking the list, PD prepares a shortlist of qualified consultants.	Same as Chart 1 Step 06 (1) List of qualified consultants
2	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
2	10	Obtain TEC evaluation on RFP	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 10 (1) Request letter to TEC (2) RFP (3) TEC report
2	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
2	14	Obtain JICA concurrence for RFP and Shortlisting	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
2	16	Release RFP	Same as Chart 1 Step 16 S) AGM (T&C) sends invitation letters to shortlisted consultants. M) AGM (T&C) prepares copies of RFP for consultants. E) Shortlisted consultants collect RFPs from NWSDB.	Same as Chart 1 Step 16 (1) Invitation letter (2) RFP
2	18	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
2	20	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering	Same as Chart 1 Step 20 (1) Addenda

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	
2	22	Receive proposals and open technical proposals	Same as Chart 1 Step 22 S) PC awaits proposal closing date. M) AGM (T&C) organizes the opening of proposals. E) PC confirms the receipt of proposals and opens technical proposals.	Same as Chart 1 Step 22 (1) Proposals
2	24	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
2	26	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
2	28	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
2	30	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals
2	32	Obtain TEC overall evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
2	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
2	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			letter.	letter
2	38	Negotiate with successful consultant	Same as Chart 1 Step 38 S) PC notifies both successful and unsuccessful consultants of the result. M) PD prepares a draft contract. E) PC organizes contract negotiations with successful consultant.	Same as Chart 1 Step 38 (1) draft contract
2	40	Obtain PC approval	Same as Chart 1 Step 40 S) PC prepares minutes of negotiation meetings and send it to AGM (T&C). E) AGM (T&C) receives a copy of minutes of negotiation meeting.	Same as Chart 1 Step 40 (1) Minutes of meeting
2	42	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
2	44	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
2	46	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter. Note: This step is detailed in Subchart 38.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
3	02	Confirm draft TOR and prepare reasons for SSS	S) PD reviews draft TOR that is already prepared in a previous document. M) PD verifies rationale for SSS. E) PD confirms that TOR is ready.	(1) TOR
3	04	Prepare RFP	Same as Chart 1 Step 04 S) PD starts preparing RFP. M) PD completes RFP and sends it to AGM (T&C). E) AGM (T&C) receives RFP. Note: This step is detailed in Subchart 31.	Same as Chart 1 Step 04 (1) RFP
3	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.)	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			✓ In case of the addition, the letter of request needs a reason	
3	08	Obtain JICA concurrence on SSS	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
3	10	Obtain Minister's signature on Cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
3	12	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
3	14	Obtain TEC evaluation on RFP	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 10 (1) Request letter to TEC (2) RFP (3) TEC report
3	16	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
3	18	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
3	20	Release RFP	Same as Chart 1 Step 16 S) AGM (T&C) sends invitation letters to shortlisted consultants. M) AGM (T&C) prepares copies of RFP for consultants. E) Shortlisted consultants collect RFPs from NWSDB.	Same as Chart 1 Step 16 (1) Invitation letter (2) RFP
3	22	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed.	Same as Chart 1 Step 18 (1) Minutes of meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	
3	24	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
3	26	Receive and open proposal	S) After addenda are sent, PC awaits proposal closing date. M) AGM (T&C) organizes the opening of proposal. E) PC confirms the receipt of proposal and opens it.	(1) Proposal
3	28	Obtain TEC evaluation on proposal	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Proposals (3) TEC report
3	30	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
3	32	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
3	34	Negotiate with successful consultant	Same as Chart 1 Step 38 S) PC notifies both successful and unsuccessful consultants of the result. M) PD prepares a draft contract. E) PC organizes contract negotiations with successful consultant.	Same as Chart 1 Step 38 (1) draft contract
3	36	Obtain PC approval	Same as Chart 1 Step 40 S) PC prepares minutes of negotiation meetings and send it to AGM (T&C). E) AGM (T&C) receives a copy of minutes of negotiation meeting.	Same as Chart 1 Step 40 (1) Minutes of meeting
3	38	Obtain Minister's signature on Cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 42 (1) Cabinet paper
3	40	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD.	Same as Chart 1 Step 44 (1) draft cabinet



Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
3	42	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
3	44	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
3	46	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
4	02	Confirm draft TOR and prepare reasons for SSS	Same as Chart 3 Step 02 S) PD reviews draft TOR that is already prepared in a previous document. M) PD verifies rationale for SSS. E) PD confirms that TOR is ready.	Same as Chart 3 Step 02 (1) TOR
4	04	Prepare RFP	Same as Chart 1 Step 04 S) PD starts preparing RFP. M) PD completes RFP and sends it to AGM (T&C). E) AGM (T&C) receives RFP. Note: This step is detailed in Subchart 31.	Same as Chart 1 Step 04 (1) RFP
4	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
4	08	Obtain JICA concurrence on SSS	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
4	10	Obtain TEC evaluation on RFP	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD.	Same as Chart 1 Step 10 (1) Request letter to TEC (2) RFP (3) TEC report

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) PC receives TEC report	
4	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
4	14	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
4	16	Release RFP	Same as Chart 1 Step 16 S) AGM (T&C) sends invitation letters to shortlisted consultants. M) AGM (T&C) prepares copies of RFP for consultants. E) Shortlisted consultants collect RFPs from NWSDB.	Same as Chart 1 Step 16 (1) Invitation letter (2) RFP
4	18	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
4	20	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
4	22	Receive and open proposal	Same as Chart 3 Step 26 S) After addenda are sent, PC awaits proposal closing date. M) AGM (T&C) organizes the opening of proposal. E) PC confirms the receipt of proposal and opens it.	Same as Chart 3 Step 26 (1) Proposal
4	24	Obtain TEC evaluation on proposal	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 3 Step 28 (1) Proposal
4	26	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
4	28	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
4	30	Negotiate with successful consultant	Same as Chart 1 Step 38 S) PC notifies both successful and unsuccessful consultants of the result. M) PD prepares a draft contract. E) PC organizes contract negotiations with successful consultant.	Same as Chart 1 Step 38 (1) draft contract
4	32	Obtain PC approval	Same as Chart 1 Step 40 S) PC prepares minutes of negotiation meetings and send it to AGM (T&C). E) AGM (T&C) receives a copy of minutes of negotiation meeting.	Same as Chart 1 Step 40 (1) Minutes of meeting
4	34	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
4	36	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
4	38	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
5	02	Confirm the works/ services/ supply and reasons of PQ	S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	(1) DD, BOQ
5	04	Prepare PQ application	S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	(1) PQ application
5	06	Prepare bidding docs	S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	(1) Bidding docs
5	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	formation
5	10	Obtain TEC evaluation on PQ application	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) PQ application (3) TEC report
5	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
5	14	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
5	16	Advertise and release PQ application	S) AGM (T&C) prepares for advertisement based on info from PD. M) AGM (T&C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.	(1) Advertisement request (2) Advertisement draft (3) PQ application
5	18	Obtain TEC evaluation on PQ applicants and bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report
5	20	Obtain PC approval on PQ applicants and bidding docs	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
5	22	Obtain JICA concurrence on PQ applicants and bidding docs	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2)

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Document in question (3) JICA concurrence letter
5	24	Release bidding docs	S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	(1) Notification letter (2) Bidding docs
5	26	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
5	28	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
5	30	Receive & open bids	S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	(1) Bidding docs
5	32	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Bidding docs (3) TEC report
5	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
5	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
5	38	Notify bidders of the result	S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	(1) Letter to successful bidder (2) Letter to unsuccessful bidder
5	40	Appeal handling	S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	(1) Appeal letter (2) Appeal board report
5	42	Obtain Minister's signature on	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English.	Same as Chart 1 Step 42

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
		cabinet paper	M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	(1) Cabinet paper
5	44	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
5	46	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
5	48	Receive performance bond	S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	(1) Performance security (2) confirmation request (if needed)
5	50	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
5	52	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
6	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
6	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	Same as Chart 5 Step 04 (1) PQ application
6	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
6	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC.	Same as Chart 1 Step 08 (1) Request letter to form

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			<p>M) AGM (T&amp;C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.</p> <p>The following checklist is required to use in this Step.  <ul style="list-style-type: none"> <li>✓ The number of TEC member is "odd".</li> <li>✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.)</li> <li>✓ In case of the addition, the letter of request needs a reason</li> </ul> </p>	a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
6	10	Obtain TEC evaluation on PQ application	<p>Same as Chart 1 Step 10 S) AGM (T&amp;C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report</p>	Same as Chart 5 Step 10 (1) Request letter to TEC (2) PQ application (3) TEC report
6	12	Obtain PC approval	<p>Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&amp;C) receives a minutes of PC meeting in which PC approval is shown.</p>	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
6	14	Obtain JICA concurrence	<p>Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.</p>	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
6	16	Advertise and release PQ application	<p>Same as Chart 5 Step 16 S) AGM (T&amp;C) prepares for advertisement based on info from PD. M) AGM (T&amp;C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.</p>	Same as Chart 5 Step 16 (1) Advertisement request (2) Advertisement draft (3) PQ application
6	18	Obtain TEC evaluation on PQ applicants and bidding docs	<p>Same as Chart 1 Step 10 S) AGM (T&amp;C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report</p>	Same as Chart 5 Step 18 (1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report
6	20	Obtain PC approval	<p>Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&amp;C) receives a minutes of PC meeting in</p>	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			which PC approval is shown.	
6	22	Obtain JICA concurrence on PQ applicants	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
6	24	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs
6	26	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
6	28	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
6	30	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
6	32	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
6	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
6	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
6	38	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to



Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) PD confirms that waiting period for appeal has lapsed.	unsuccessful bidder
6	40	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
6	42	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
6	44	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
6	46	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
6	48	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
6	50	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
6	52	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
7	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
7	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	Same as Chart 5 Step 04 (1) PQ application
7	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
7	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.  The following checklist is required to use in this Step. <ul style="list-style-type: none"> <li>✓ The number of TEC member is "odd".</li> <li>✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.)</li> <li>✓ In case of the addition, the letter of request needs a reason</li> </ul>	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
7	10	Obtain TEC evaluation on PQ application	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 10 (1) Request letter to TEC (2) PQ application (3) TEC report
7	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
7	14	Advertise and release PQ application	Same as Chart 5 Step 16 S) AGM (T&C) prepares for advertisement based on info from PD. M) AGM (T&C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.	Same as Chart 5 Step 16 (1) Advertisement request (2) Advertisement draft (3) PQ application
7	16	Obtain TEC evaluation on PQ applicants and bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 18 (1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
7	18	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
7	20	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs
7	22	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
7	24	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
7	26	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
7	28	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
7	30	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
7	32	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
7	34	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			Note: This step is detailed in Subchart 34.	
7	36	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
7	38	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
7	40	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
7	42	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
7	44	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
7	46	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
8	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
8	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	Same as Chart 5 Step 04 (1) PQ application
8	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document.	Same as Chart 5 Step 06 (1) Bidding docs

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	
8	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
8	10	Obtain TEC evaluation on PQ application	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 10 (1) Request letter to TEC (2) PQ application (3) TEC report
8	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
8	14	Advertise and release PQ application	Same as Chart 5 Step 16 S) AGM (T&C) prepares for advertisement based on info from PD. M) AGM (T&C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.	Same as Chart 5 Step 16 (1) Advertisement request (2) Advertisement draft (3) PQ application
8	16	Obtain TEC evaluation on PQ applicants and bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 18 (1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report
8	18	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
8	20	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs
8	22	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are	Same as Chart 1 Step 18 (1) Minutes of meeting

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	
8	24	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
8	26	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
8	28	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
8	30	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
8	32	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
8	34	Appeal handling	S) Secretary to MWSD receives an appeal. M) MPC and TEC form a joint committee to examine the appeal and submit a decision to Secretary to MWSD. E) Secretary to MWSD renders a decision. Note: This step is detailed in Subchart 35.	(1) Letter of representations (2) Joint committee report
8	36	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
8	38	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
8	40	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
8	42	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
9	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
9	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	Same as Chart 5 Step 04 (1) PQ application
9	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
9	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
9	10	Obtain TEC evaluation on PQ application	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 10 (1) Request letter to TEC (2) PQ application (3) TEC report
9	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
9	14	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
9	16	Advertise and release PQ application	Same as Chart 5 Step 16 S) AGM (T&C) prepares for advertisement based on info from PD. M) AGM (T&C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.	Same as Chart 5 Step 16 (1) Advertisement request (2) Advertisement draft (3) PQ application
9	18	Obtain TEC evaluation on PQ applicants and bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 18 (1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report
9	20	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
9	22	Obtain JICA concurrence on PQ applicants and bidding docs	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
9	24	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs
9	26	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
9	28	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
9	30	Receive & open bids	S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs



Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
9	32	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
9	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown. Note: This step is detailed in Subchart 33.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
9	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
9	38	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals
9	40	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
9	42	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
9	44	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
9	46	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
9	48	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
9	50	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
9	52	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
9	54	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
9	56	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
9	58	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
9	60	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
10	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
10	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C).	Same as Chart 5 Step 04 (1) PQ application

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) AGM (T&C) receives PQ application.	
10	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
10	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
10	10	Obtain TEC evaluation on PQ application	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 10 (1) Request letter to TEC (2) PQ application (3) TEC report
10	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
10	14	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
10	16	Advertise and release PQ application	Same as Chart 5 Step 16 S) AGM (T&C) prepares for advertisement based on info from PD. M) AGM (T&C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.	Same as Chart 5 Step 16 (1) Advertisement request (2) Advertisement draft (3) PQ application
10	18	Obtain TEC evaluation on PQ applicants and bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a	Same as Chart 5 Step 18 (1) Request letter to TEC (2) PQ applicant list (3)

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	bidding docs (4) TEC report
10	20	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
10	22	Obtain JICA concurrence on PQ applicants	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
10	24	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs
10	26	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
10	28	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
10	30	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of biding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
10	32	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
10	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			Note: This step is detailed in Subchart 33.	
10	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
10	38	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals
10	40	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
10	42	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
10	44	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
10	46	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
10	48	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
10	50	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
10	52	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
10	54	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
10	56	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
10	58	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
10	60	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
11	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
11	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	Same as Chart 5 Step 04 (1) PQ application
11	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
11	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			<p>E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32.</p> <p>The following checklist is required to use in this Step.</p> <ul style="list-style-type: none"> <li>✓ The number of TEC member is "odd".</li> <li>✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.)</li> <li>✓ In case of the addition, the letter of request needs a reason</li> </ul>	formation
11	10	Obtain TEC evaluation on PQ application	<p>Same as Chart 1 Step 10</p> <p>S) AGM (T&amp;C) sends the document in question to TEC for evaluation.</p> <p>M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD.</p> <p>E) PC receives TEC report</p>	<p>Same as Chart 5 Step 10</p> <p>(1) Request letter to TEC (2) PQ application (3) TEC report</p>
11	12	Obtain PC approval	<p>Same as Chart 1 Step 12</p> <p>S) PC secretary requests PC members to scrutinize the document in question.</p> <p>M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD.</p> <p>E) AGM (T&amp;C) receives a minutes of PC meeting in which PC approval is shown.</p>	<p>Same as Chart 1 Step 12</p> <p>(1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting</p>
11	14	Obtain JICA concurrence	<p>Same as Chart 1 Step 14</p> <p>S) PD prepares a concurrence request letter.</p> <p>M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD.</p> <p>E) NWSDB receives a copy of JICA concurrence letter.</p>	<p>Same as Chart 1 Step 14</p> <p>(1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter</p>
11	16	Advertise and release PQ application	<p>Same as Chart 5 Step 16</p> <p>S) AGM (T&amp;C) prepares for advertisement based on info from PD.</p> <p>M) AGM (T&amp;C) prepares copies of PQ application.</p> <p>E) Bidders collect PQ applications from NWSDB.</p>	<p>Same as Chart 5 Step 16</p> <p>(1) Advertisement request (2) Advertisement draft (3) PQ application</p>
11	18	Obtain TEC evaluation on PQ applicants and bidding docs	<p>Same as Chart 1 Step 10</p> <p>S) AGM (T&amp;C) sends the document in question to TEC for evaluation.</p> <p>M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD.</p> <p>E) PC receives TEC report</p>	<p>Same as Chart 5 Step 18</p> <p>(1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report</p>
11	20	Obtain PC approval	<p>Same as Chart 1 Step 12</p> <p>S) PC secretary requests PC members to scrutinize the document in question.</p> <p>M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD.</p> <p>E) AGM (T&amp;C) receives a minutes of PC meeting in which PC approval is shown.</p>	<p>Same as Chart 1 Step 12</p> <p>(1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting</p>
11	22	Obtain JICA concurrence on PQ	<p>Same as Chart 1 Step 14</p> <p>S) PD prepares a concurrence request letter.</p>	<p>Same as Chart 1 Step 14</p>

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
		applicants and bidding docs	M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	(1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
11	24	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs
11	26	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
11	28	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
11	30	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
11	32	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
11	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
11	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
11	38	Request final proposals from selected bidders	S) PC prepares a letter to invite bidders whose technical proposals have been selected at the first stage for submission of final technical and financial proposals. E) PC sends the letter to selected bidders.	(1) Request letter to bidders



Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
11	40	Receive & open final proposals	S) PC awaits closing date to receive final proposals M) AGM (T&C) organizes the opening of final proposals E) PC confirms the receipt of proposals and opens them.	(1) Final proposals
11	42	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Final proposals (3) TEC report on overall evaluation
11	44	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
11	46	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
11	48	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
11	50	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
11	52	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
11	54	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
11	56	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
11	58	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
11	60	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
11	62	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
12	02	Confirm the works/ services/ supply and reasons of PQ	Same as Chart 5 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. M) PD verifies rationale for PQ. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
12	04	Prepare PQ application	Same as Chart 5 Step 04 S) PD starts preparing PQ application. M) PD completes PQ application and sends it to AGM (T&C). E) AGM (T&C) receives PQ application.	Same as Chart 5 Step 04 (1) PQ application
12	06	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
12	08	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32. The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
12	10	Obtain TEC evaluation on PQ application	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 10 (1) Request letter to TEC (2) PQ application (3) TEC report
12	12	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
12	14	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
12	16	Advertise and release PQ application	Same as Chart 5 Step 16 S) AGM (T&C) prepares for advertisement based on info from PD. M) AGM (T&C) prepares copies of PQ application. E) Bidders collect PQ applications from NWSDB.	Same as Chart 5 Step 16 (1) Advertisement request (2) Advertisement draft (3) PQ application
12	18	Obtain TEC evaluation on PQ applicants and bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 18 (1) Request letter to TEC (2) PQ applicant list (3) bidding docs (4) TEC report
12	20	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
12	22	Obtain JICA concurrence on PQ applicants	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
12	24	Release bidding docs	Same as Chart 5 Step 24 S) AGM (T&C) notifies prequalified bidders of issuing bidding docs. M) AGM (T&C) prepares copies of bidding docs. E) Bidders collect bidding docs from NWSDB.	Same as Chart 5 Step 24 (1) Notification letter (2) Bidding docs

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
12	26	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
12	28	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
12	30	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
12	32	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
12	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
12	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
12	38	Request final proposals from selected bidders	Same as Chart 11 Step 38 S) PC prepares a letter to invite bidders whose technical proposals have been selected at the first stage for submission of final technical and financial proposals. E) PC sends the letter to selected bidders.	Same as Chart 11 Step 38 Request letter to bidders
12	40	Receive & open final proposals	Same as Chart 11 Step 40 S) PC awaits closing date to receive final proposals M) AGM (T&C) organizes the opening of final proposals E) PC confirms the receipt of proposals and opens them	Same as Chart 11 Step 40 (1) Final proposals
12	42	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from	Same as Chart 11 Step 42 (1) Request letter to TEC (2) Final proposals (3) TEC report on overall

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			<p>bidders through MWSD. E) PC receives TEC report</p>	evaluation
12	44	Obtain PC approval	<p>Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&amp;C) receives a minutes of PC meeting in which PC approval is shown.</p>	<p>Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting</p>
12	46	Obtain JICA concurrence	<p>Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.</p>	<p>Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter</p>
12	48	Notify bidders of the result	<p>Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.</p>	<p>Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder</p>
12	50	Appeal handling	<p>Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.</p>	<p>Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report</p>
12	52	Obtain Minister's signature on cabinet paper	<p>Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36</p>	<p>Same as Chart 1 Step 42 (1) Cabinet paper</p>
12	54	Obtain cabinet approval	<p>Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.</p>	<p>Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD</p>
12	56	Send letter of acceptance	<p>Same as Chart 1 Step 46 S) AGM (T&amp;C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.</p>	<p>Same as Chart 1 Step 46 (1) Letter of acceptance</p>
12	58	Receive performance bond	<p>Same as Chart 5 Step 48 S) AGM (T&amp;C) awaits arrival of performance security. E) AGM (T&amp;C) receives performance security from successful bidder and confirms its authenticity.</p>	<p>Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)</p>

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
12	60	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
12	62	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
13	02	Confirm the works/ services/ supply	S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
13	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
13	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
13	08	Obtain TEC evaluation on bidding docs and LCB	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
13	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			which PC approval is shown.	
13	12	Obtain JICA concurrence on LCB	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
13	14	Advertise and release bidding docs	S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	(1) Advertisement request (2) Advertisement draft (3) Bidding docs
13	16	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
13	18	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
13	20	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
13	22	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
13	24	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
13	26	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
13	28	Request final proposals from selected bidders	Same as Chart 11 Step 38 S) PC prepares a letter to invite bidders whose technical proposals have been selected at the first stage for submission of final technical and financial	Same as Chart 11 Step 38 Request letter to bidders

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			proposals. E) PC sends the letter to selected bidders.	
13	30	Receive & open final proposals	Same as Chart 11 Step 40 S) PC awaits closing date to receive final proposals M) AGM (T&C) organizes the opening of final proposals E) PC confirms the receipt of proposals and opens them.	Same as Chart 11 Step 40 (1) Final proposals
13	32	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 11 Step 42 (1) Request letter to TEC (2) Final proposals (3) TEC report on overall evaluation
13	34	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
13	36	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
13	38	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
13	40	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
13	42	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
13	44	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD



Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	
13	46	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
13	48	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
13	50	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
13	52	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
14	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
14	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
14	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
14	08	Obtain TEC evaluation on	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to	Same as Chart 5 Step 32

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
		bidding docs and LCB	TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Bidding docs (3) TEC report
14	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
14	12	Obtain JICA concurrence on LCB	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
14	14	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
14	16	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
14	18	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
14	20	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
14	22	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
14	24	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	
14	26	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
14	28	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
14	30	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
14	32	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
14	34	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
14	36	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
14	38	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
14	40	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
14	42	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM,	Same as Chart 1 Step 14 (1) Concurrence request

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	letter to JICA (2) Document in question (3) JICA concurrence letter
15	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
15	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
15	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
15	08	Obtain TEC evaluation on bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
15	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown..	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
15	12	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
15	14	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed.	Same as Chart 1 Step 18 (1) Minutes of meeting

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	
15	16	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
15	18	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
15	20	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
15	22	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
15	24	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
15	26	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
15	28	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
15	30	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			Note: This step is detailed in Subchart 36.	
15	32	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
15	34	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
15	36	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
15	38	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
16	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
16	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
16	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
16	08	Obtain TEC evaluation on bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
16	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3)

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Minutes of PC meeting
16	12	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
16	14	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
16	16	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
16	18	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
16	20	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
16	22	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
16	24	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
16	26	Appeal handling	Same as Chart 8 Step 34 S) Secretary to MWSD receives an appeal. M) MPC and TEC form a joint committee to examine the appeal and submit a decision to Secretary to MWSD. E) Secretary to MWSD renders a decision. Note: This step is detailed in Subchart 35.	Same as Chart 8 Step 34 (1) Letter of representations (2) Joint committee report
16	28	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance.	Same as Chart 1 Step 46

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) GM sends the letter of acceptance to the successful bidder.	(1) Letter of acceptance
16	30	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
16	32	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
16	34	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
17	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
17	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
17	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
17	08	Obtain TEC evaluation on bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
17	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting



Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
17	12	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
17	14	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
17	16	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
17	18	Receive & open bids	Same as Chart 5 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bids and opens the bids.	Same as Chart 5 Step 30 (1) Bidding docs
17	20	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
17	22	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
17	24	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
17	26	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
17	28	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
17	30	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of	Same as Chart 1 Step 48 (1) Contract agreement

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	
17	32	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
18	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
18	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
18	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
18	08	Obtain TEC evaluation on bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
18	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
18	12	Obtain JICA concurrence on	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter.	Same as Chart 1 Step 14

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
		LCB	M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	(1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
18	14	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
18	16	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
18	18	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
18	20	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
18	22	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
18	24	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
18	26	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
18	28	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
18	30	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
18	32	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
18	34	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
18	36	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
18	38	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
18	40	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
18	42	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
18	44	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
18	46	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security.	Same as Chart 5 Step 48

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	(1) Performance security (2) confirmation request (if needed)
18	48	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
18	50	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
19	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
19	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
19	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed. Note: This step is detailed in Subchart 32  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
19	08	Obtain TEC evaluation on bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
19	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	document in question (3) Minutes of PC meeting
19	12	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
19	14	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
19	16	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
19	18	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
19	20	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
19	22	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown. Note: This step is detailed in Subchart 33.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
19	24	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
19	26	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
19	28	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
19	30	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
19	32	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
19	34	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
19	36	Appeal handling	Same as Chart 5 Step 40 S) Appeal Board receives an appeal. M) Appeal Board examines the appeal and submit a decision to Cabinet. E) Cabinet renders a decision. Note: This step is detailed in Subchart 34.	Same as Chart 5 Step 40 (1) Appeal letter (2) Appeal board report
19	38	Obtain Minister's signature on cabinet paper	Same as Chart 1 Step 42 S) PD drafts a cabinet paper in English. M) MWSD approves the cabinet paper and translates it into Sinhalese and Tamil. E) Secretary to Cabinet receives the cabinet paper signed by Minister of WSD. Note: This step is detailed in Subchart 36	Same as Chart 1 Step 42 (1) Cabinet paper
19	40	Obtain cabinet approval	Same as Chart 1 Step 44 S) Secretary to Cabinet sends a cabinet paper to ERD. M) ERD prepares observations on the cabinet paper and sends back to Secretary to Cabinet. Based on the observations a cabinet decision paper is prepared and approved at cabinet meeting. E) GM receives from MWSD, a copy of cabinet decision signed by Secretary to Cabinet. Note: This step is detailed in Subchart 36.	Same as Chart 1 Step 44 (1) draft cabinet decision, (2) Observation by ERD (3) Cabinet decision (4) Notification letter by MWSD
19	42	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
19	44	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security.	Same as Chart 5 Step 48

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	(1) Performance security (2) confirmation request (if needed)
19	46	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
19	48	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
20	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
20	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
20	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	Same as Chart 1 Step 08 (1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
20	08	Obtain TEC evaluation on bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
20	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
20	12	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2)



Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
				Advertisement draft (3) Bidding docs
20	14	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
20	16	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
20	18	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
20	20	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
20	22	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
20	24	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals
20	26	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
20	28	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
20	30	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
20	32	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
20	34	Appeal handling	Same as Chart 8 Step 34 S) Secretary to MWSD receives an appeal. M) MPC and TEC form a joint committee to examine the appeal and submit a decision to Secretary to MWSD. E) Secretary to MWSD renders a decision. Note: This step is detailed in Subchart 35.	Same as Chart 8 Step 34 (1) Letter of representations (2) Joint committee report
20	36	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
20	38	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
20	40	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
20	42	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
21	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
21	04	Prepare bidding docs	Same as Chart 5 Step 06 S) PD starts preparing bidding docs based on info already available in a previous document. M) PD completes bidding docs and send them to AGM (T&C). E) AGM (T&C) receives bidding docs.	Same as Chart 5 Step 06 (1) Bidding docs
21	06	Form TEC	Same as Chart 1 Step 08 S) PD requests AGM (T&C) to take an action to form	Same as Chart 1 Step 08

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			TEC. M) AGM (T&C) preselects TEC member candidates from NWSDB staff. PFD appoints TEC members and informs PC of the formation of TEC. E) PC informs PC members and TEC members that TEC has been formed.	(1) Request letter to form a TEC, (2) Request for appointment of PC and TEC, (3) Notice of TEC formation
21	08	Obtain TEC evaluation on bidding docs	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 5 Step 32 (1) Request letter to TEC (2) Bidding docs (3) TEC report
21	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
21	12	Advertise and release bidding docs	Same as Chart 13 Step 14 S) AGM (T&C) prepares for advertisement. M) AGM (T&C) prepares copies of bidding docs E) Bidders collect bidding docs from NWSDB.	Same as Chart 13 Step 14 (1) Advertisement request (2) Advertisement draft (3) Bidding docs
21	14	Convene pre-bid meeting	Same as Chart 1 Step 18 S) AGM (T&C) starts preparing for pre-bid meeting and site visits if needed. M) Pre-bid meeting (and site visits if needed) are organized by AGM (T&C) and PD. Clarifications from bidders are received. E) AGM (T&C) confirms the end of pre-bid meeting.	Same as Chart 1 Step 18 (1) Minutes of meeting
21	16	Issue addenda	Same as Chart 1 Step 20 S) AGM (T&C) starts preparing addenda. M) PD assists to prepare addenda by answering clarifications. E) AGM (T&C) sends addenda to bidders who participated in pre-bid meeting.	Same as Chart 1 Step 20 (1) Addenda
21	18	Receive & open bids	Same as Chart 9 Step 30 S) PC awaits closing date to receive bidding docs M) AGM (T&C) organizes the opening of bidding docs E) PC confirms the receipt of bidding docs and opens technical envelopes.	Same as Chart 5 Step 30 (1) Bidding docs
21	20	Obtain TEC technical evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 24 (1) Request letter to TEC (2) Technical proposal (3) TEC report
21	22	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3)

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Minutes of PC meeting
21	24	Open financial proposals	Same as Chart 1 Step 30 S) PC notifies bidders whose technical proposals are accepted of the opening of financial proposals. M) AGM (T&C) organizes the opening of proposals. E) PC opens financial proposals.	Same as Chart 1 Step 30 (1) financial proposals
21	26	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	Same as Chart 1 Step 32 (1) Request letter to TEC (2) Financial proposal (3) TEC report on overall evaluation
21	28	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
21	30	Obtain JICA concurrence	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter
21	32	Notify bidders of the result	Same as Chart 5 Step 38 S) PC prepares letters to notify both successful and unsuccessful bidders of the tender result. M) PC sends the letters to the bidders. E) PD confirms that waiting period for appeal has lapsed.	Same as Chart 5 Step 38 (1) Letter to successful bidder (2) Letter to unsuccessful bidder
21	34	Send letter of acceptance	Same as Chart 1 Step 46 S) AGM (T&C) drafts a letter of acceptance. E) GM sends the letter of acceptance to the successful bidder.	Same as Chart 1 Step 46 (1) Letter of acceptance
21	36	Receive performance bond	Same as Chart 5 Step 48 S) AGM (T&C) awaits arrival of performance security. E) AGM (T&C) receives performance security from successful bidder and confirms its authenticity.	Same as Chart 5 Step 48 (1) Performance security (2) confirmation request (if needed)
21	38	Sign contract	Same as Chart 1 Step 48 S) AGM (T&C) finalizes a contract agreement. M) The contract agreement is signed by Chairman, awarded bidder and witnesses. Necessary number of copies are prepared. E) AGM (T&C) sends copies of the contract agreement to relevant sections. Note: This step is detailed in Subchart 37.	Same as Chart 1 Step 48 (1) Contract agreement
21	40	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM,	Same as Chart 1 Step 14 (1) Concurrence request

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
			MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	letter to JICA (2) Document in question (3) JICA concurrence letter
22	02	Confirm the works/ services/ supply	Same as Chart 13 Step 02 S) PD reviews the definition of works/goods/services that is already prepared in a previous document. E) PD confirms that the work/goods/services to be procured is properly defined.	Same as Chart 5 Step 02 (1) DD, BOQ
22	04	Send requests for quotations	S) PD prepares quotation requests from three or more registered suppliers. E) PD sends quotation requests.	(1) Quotation request
22	06	Receive quotations	S) PD starts awaiting the receipt of quotations. M) Suppliers prepares quotations and send them to PD.	(1) Quotations
22	08	Obtain TEC evaluation	Same as Chart 1 Step 10 S) AGM (T&C) sends the document in question to TEC for evaluation. M) TEC holds evaluation meetings and prepares a TEC report. TEC may request clarifications from bidders through MWSD. E) PC receives TEC report	(1) Request letter to TEC (2) Quotations (3) TEC report
22	10	Obtain PC approval	Same as Chart 1 Step 12 S) PC secretary requests PC members to scrutinize the document in question. M) PC holds meetings and discuss if TEC evaluation in the report should be approved. TEC members may be called to explain the report. Clarifications by bidders are obtainable through MWSD. E) AGM (T&C) receives a minutes of PC meeting in which PC approval is shown.	Same as Chart 1 Step 12 (1) Request letter to PC (2) TEC report on document in question (3) Minutes of PC meeting
22	12	Notify suppliers of the result	S) PD prepares notification letters to suppliers. E) PD sends the notification letters to suppliers and wait until the signing date.	(1) Notice to successful supplier (2) Notice to unsuccessful suppliers
22	14	Sign contract	S) PD starts preparing a contract agreement. M) The contract agreement is signed by Chairman, awarded supplier and witnesses. Necessary number of copies are prepared. E) PD sends copies of the contract agreement to relevant sections.	(1) Contract agreement
22	16	Obtain JICA concurrence on contract	Same as Chart 1 Step 14 S) PD prepares a concurrence request letter. M) The concurrence request is passed through GM, MWSD, ERD to JICA Colombo Office. JICA examines the request and replies to ERD. E) NWSDB receives a copy of JICA concurrence letter.	Same as Chart 1 Step 14 (1) Concurrence request letter to JICA (2) Document in question (3) JICA concurrence letter

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
31	Note: This subchart details Chart 1 Step 04, Chart 2 Step 04, Chart 3 Step 04 and Chart 4 Step 04			
31	02	Finalize TOR	S) PD confirms the TOR has been prepared. E) PD finalizes the TOR.	1) TOR
31	04	Prepare the Cost Estimate and Man month Schedule	S) PD estimate the cost and man month, and then prepares the Cost Estimate and Man Month Schedule. E) PD completes preparing the Cost Estimate and Man Month Schedule.	1) Cost Estimate and Man Month Schedule.
31	06	Prepare Letter of Invitation (LOI)	S) PD prepares the letter of invitation (LOI). E) PD completes preparing the LOI	1) LOI
31	08	Prepare Selection Procedure	S) PD prepares Selection Procedure. E) PD completes preparation of Selection Procedure.	1) Selection Procedure
31	10	Prepare request for Technical Proposal	S) PD prepares a request for Technical Proposal. E) PD completes preparation of a request for Technical Proposal.	1) The request for Technical Proposal
31	12	Prepare request for Financial Proposal	S) PD prepares a request for Financial Proposal. E) PD completes preparation of a request for Financial Proposal.	1) The request for Financial Proposal.
31	14	Prepare Standard form of contract	S) PD prepares a Standard form of Contract. E) PD completes preparation of Standard Form of Contract.	1) Standard Form of Contract.
31	16	Compile Draft RFP	S) PD confirms that the all relevant documents are in RFP before compiling and compiles draft RFP. E) PD completes preparation of a draft RFP	1) Draft RFP
31	18	PD submits RFP to Ministry(Director Procurement)	S) PD confirms the draft RFP. E) PD submits RFP to the Ministry (Director Procurement).	1) Draft RFP 2) RFP
31	20	Ministry(Director Procurement) submits RFP to TEC for their Comments	S) Ministry confirms the receipt of RFP. E) Ministry submits the RFP to TEC for their comments.	1) RFP
32	Note: This subchart details Chart 1 Step 08, Chart 3 Step 06, Chart 5 Step 08, Chart 6 Step 08, Chart 7 Step 08, Chart 9 Step 08, Chart 10 Step 08, Chart 11 Step 08, Chart 12 Step 08, Chart 13 Step 08, Chart 14 Step 08, Chart 15 Step 06, Chart 18 Step 06 and Chart 19 Step 06.			
32	02	PD/AGM(JPU) request AGM(T&C) to initiate an action	S) PD/AGM (JPU) request AGM (T&C) to initiate an action. E) PD/ AGM (JPU) send the request letter to AGM (T&C).	1) Request letter for T&C
32	04	T&C select candidates from NWSDB engineer database	S) AGM (T&C) receives the request letter. E) AGM (T&C) selects and confirms the candidates from NWSDB engineer database.  The following checklist is required to use in this Step. ✓ The number of TEC member is "odd". ✓ Check "Procurement Manual 2.8.2" (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.) ✓ In case of the addition, the letter of request needs a reason	1) Request letter for T&C
32	06	T&C prepares a "request letter for MWSD" and send it to GM	S) AGM (T&C) prepares a request letter for MWSD. E) AGM (T&C) sends the request letter to GM along with an attached document ("REQUESTING THE APPOINTMENT OF TEC").	1)Request letter for MWSD 2) REQUESTING THE APPOINTMENT OF TEC

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
32	08	NWSDB(GM)request MWSD to appoint the TEC	S) GM receives the request letter from AGM (T&C). E) GM sends the request letter to MWSD with the attachment by confirming the candidates for TEC.	1) Request Letter for MWSD 2) REQUESTING THE APPOINTMENT OF TEC
32	10	MWSD request Public Finance under MOF	S) MWSD receives the request letter from GM. E) MWSD requests the Public Finance under MOF by confirming the contents of the request letter.	1)Request Letter for MWSD
32	12	Public Finance appoints the TEC and informs MWSD	S) Public Finance Department receive the confirmation from MOF E) Public Finance Department appoints the TEC members and prepares a letter to inform MWSD of TEC members.	1) Notification letter
32	14	MWSD informs SCAPC the TEC members	S) MWSD receives the letter from Public Finance Department. E) MWSD sends the letter to SCAPC with copy to TEC members, GM, AGM (T&C).	1) Results Notification letter
33 Note: This subchart details Chart 1 Step 26, Chart 9 Step 34, Chart 10 Step 34 and Chart 19 Step 22.				
33	02	TEC submits the recommendation to Director Procurement	S) TEC makes recommendations after evaluation. E) TEC submits the recommendations to Director Procurement.	1) TEC's Recommendation
33	04	Director Procurement (MWSD) arranges a meeting	S) Director Procurement (MWSD) confirms the receipt of recommendation. E) Director Procurement (MWSD) convenes a meeting.	1) TEC's Recommendation
33	06	SCAPC approves/request modifications	S) SCAPC makes a decision on TEC recommendation. E) SCAPC approves or request modifications.	1) TEC's Recommendation 2) Minutes
33	08	Director procurement informs the decision to AGM(T&C) NWSDB	S) Director Procurement informs the decision to AGM (T&C). E) AGM (T&C) confirms the decision.	1) Minutes
34 Note: This subchart details Chart 5 Step 40, Chart 6 Step 40, Chart 7 Step 34, Chart 9 Step 48, Chart 10 Step 48, Chart 11 Step 50, Chart 12 Step 50, Chart 13 Step 40, Chart 14 Step 30, Chart 15 Step 26, Chart 18 Step 38 and Chart 19 Step 36.				
34	02	Procurement Appeal Board (PAB) receives the appeal	S) Procurement Appeal Board (PAB) at the president secretariat receives the appeal. E) PAB considers the appeal received.	1) Appeal
34	04	PAB informs MWSD of the appeal and requests a report from MWSD	S) PAB informs the MWSD that there is an appeal and request a report on that. E) MWSD confirms the request.	1) Request letter
34	06	MWSD informs NWSDB/PD/TEC of the appeal	S) MWSD makes arrangements to inform NWSDB/ PD/TEC of the appeal E) MWSD request TEC to prepare a report on the appeal.	1)Request letter
34	08	TEC prepares the report and send it to MWSD	S) TEC confirms the request and prepares the report. E) TEC submits the report to MWSD	1) TEC's Report
34	10	MWSD submits the report with	S) MWSD confirms the report and attaches necessary documents to the report.	1) TEC's Report 2) Necessary

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
		necessary documents to PAB	E) MWSD submits the report with necessary document to the PAB.	Documents
34	12	PAB investigate the appeal	S) PAB confirms the report of MWSD. E) PAB investigates the appeal.	1) MWSD's report
34	14	PAB prepares a report after investigation	S) PAB makes a report after investigations. E) PAB completes preparing report.	1) PAB's report
34	16	PAB submits the report to Cabinet Ministers with copy to MWSD	S) PAB makes arrangements to submit the report to Cabinet ministers. E) PAB submits the report to Cabinet ministers with CC to MWSD.	1) PAB's report
34	18	Secretary of the cabinet informs NWSDB, PD and TEC of PAB decision	S) Secretary of the cabinet receives the report from PAB. E) Secretary of the cabinet informs NWSDB, PD and TEC of the PAB decision.	1) PAB's report
34	20	PD prepares a cabinet paper based on PAB decision and send it to MWSD	S) PD prepares a cabinet paper based on PAB decision in order to get the cabinet decision. E) PD sends cabinet paper to MWSD.	1) Cabinet paper
34	22	MWSD confirms the cabinet paper and send it to cabinet with the observations of appeal	S) MWSD confirms the cabinet paper and sends it to the cabinet. E) MWSD sends it with observations of appeal.	1) Cabinet paper
34	24	Cabinet receives the cabinet paper and compares PAB's decision with SCAPC's decision on awarded bidder	S) Cabinet confirms the receipt of cabinet papers. E) Cabinet compares the PAB's decision with the SCAPC's decision on awarded bidder.	1) Cabinet paper
34	26	Cabinet approves	S) Cabinet checks whether the decisions of PAB and SCAPC are same or different. E) If PAB's decision is same as SCAPC's decision cabinet approves.	1) Cabinet approval on appeal
34	28	PD requests JICA's opinion	S) If PAB's decision is different from SCAPC's decision cabinet confirm the funding Agency's opinion. E) PD request JICA's opinion on cabinet decision.	
34	30	Cabinet recalls the tender or the cabinet appoints separate committee	S) Cabinet checks whether the funding agency is agreeable to PAB's decision or not. E) If funding agency is not agreeable, cabinet recalls or cabinet appoints separate committee and gets their view.	
34	32	Cabinet approves the SCAPC's decision	S) Cabinet checks whether the funding agency is agreeable to PAB's decision. E) If funding agency is agreeable, cabinet approves the SCAPC's decision.	1) Cabinet approval on appeal.
35	Note: This subchart details Chart 8 Step 34, Chart 16 Step 26 and Chart 20 Step 34.			
35	02	Ministry receives the complaint	S) MWSD receives complaints from unsuccessful bidders. E) Ministry considers the complaints.	1) Appeal (complaints)



Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
35	04	Ministry informs the TEC	S) MWSD informs the T&C of the complaints. E) T&C makes arrangements to handle the complaints.	
35	06	MPC and TEC consider the complaint(meeting)	S) T&C considers the complaints and convene a meeting with TEC and MPC. E) T&C and MPC consider the complaints.	
35	08	MPC and TEC informs the findings/recommendation to appeal	S) MPC and TEC make a decision considering findings / recommendation at the meeting. E) MPC and TEC inform the findings/recommendation to appellant.	1) Findings / Recommendation to appellant
35	10	Ministry act in accordance with findings/recommendations.	S) MPC and TEC further inform to MWSD the findings/ recommendations at the meeting. E) Ministry act in accordance with findings/ recommendations.	1) Findings / Recommendation to appellant 2) Notifications letter
36	Note: This subchart details Chart 1 Step 42&44, Chart 3 Step 38&40, Chart 5 Step 42&44, Chart 6 Step 42&44, Chart 7 Step 36&38, Chart 9 Step 50&52, Chart 10 Step 50&52, Chart 11 Step 52&54, Chart 12 Step 52&54, Chart 13 Step 42&44, Chart 14 Step 32&34, Chart 15 Step 28&30, Chart 18 Step 40&42 and Chart 19 Step 38&40.			
36	02	PD prepares the cabinet paper and send it to MWSD	S) PD makes arrangement to prepare the cabinet paper. E) PD sends the cabinet paper to MWSD.	1) Cabinet paper
36	04	MWSD confirms the cabinet paper and translates into Sinhala and Tamil languages.	S) MWSD receives the cabinet paper from PD and confirms it. E) MWSD translates cabinet papers into Sinhala and Tamil languages.	1) Cabinet paper in three languages.
36	06	MWSD submits the cabinet paper to the secretary of cabinet	S) MWSD makes arrangement to submit the cabinet paper to secretary of cabinet. E) MWSD submits the cabinet paper to secretary of cabinet.	1) Cabinet paper in three languages.
36	08	Secretary of the cabinet sends the cabinet paper to MOF	S) Secretary of cabinet receives the cabinet paper from MWSD. E) Secretary of cabinet sends the cabinet paper to MOF in order to get their observations.	1) Cabinet paper in three languages.
36	10	MOF prepares observations and send it to secretary of the cabinet	S) MOF receives the cabinet paper from secretary of cabinet. E) MOF sends the cabinet paper with the observations made.	1) Cabinet paper in three languages.
36	12	Secretary of the cabinet receives the observations from the MOF	S) Secretary of cabinet receives the cabinet paper and their observation from MOF. E) Secretary of cabinet submits the cabinet paper and observations of MOF to cabinet.	1) Cabinet paper in three languages with approval.
36	14	Response to the MOF observation, cabinet with/without condition approves.	S) Cabinet receives the cabinet paper and MOF's observations from secretary of cabinet. E) Cabinet discusses and approves the cabinet papers and prepares draft cabinet decision.	1) Cabinet paper in three languages with approval.
36	16	In the next sitting meeting, cabinet confirms the approval	S) Draft cabinet decision is submitted in the cabinet meeting E) Cabinet confirms the draft cabinet decision.	1) Draft cabinet decision
36	18	MWSD informs GM of the cabinet decision.	S) MWSD prepares the letter to inform GM of the cabinet decision. E) MWSD sends the letter to GM with copy to AGM (T&C).	1) Letter to GM
37	Note: This subchart details Chart 1 Step 48, Chart 2 Step 44, Chart 3 Step 44, Chart 4 Step 36, Chart 5 Step 50, Chart 6 Step 50, Chart 7 Step 44, Chart 8 Step 40, Chart 9 Step 58, Chart 10 Step 58, Chart 11			

Chart No.	Step no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
Step 60, Chart 12 Step 60, Chart 13 Step 50, Chart 14 Step 40, Chart 15 Step 36, Chart 16 Step 32, Chart 17 Step 30, Chart 18 Step 48, Chart 19 Step 46, Chart 20 Step 40, Chart 21 Step 38 and Chart 22 Step 14.				
37	02	T&C prepares contract agreement	S) T&C section makes arrangements to prepare contract agreement. E) T&C section prepare contract agreement.	
37	04	T&C arranges the meeting for signing contract	S) T&C makes arrangements to convene a meeting for signing contract. E) T&C confirms the date for signing contract.	1) Contract Agreement
37	06	Awarded bidder sign contract at NWSDB	S) Awarded bidder is informed the date for signing contract agreement. E) Awarded bidder checks and signs the agreement and initials each and every page of relevant documents at NWSDB.	1) Contract Agreement 2) Relevant Documents
37	08	Send the contract to Chairman's office	S) T&C section confirms that awarded bidder signed the contract agreement and initialed each and every page of relevant documents E) T&C section sends the contract agreement and relevant documents to Chairman's office with appropriate pages.	1) Contract Agreement 2) Relevant Documents
37	10	Secretary for Chairman signs contract	S) Secretary for Chairman receives the contract agreement and relevant documents. E) Secretary for Chairman signs the contract agreement and initials each and every page of relevant documents.	1) Contract Agreement 2) Relevant Documents
37	12	Send the contract to T&C	S) Secretary for Chairman confirms the signed contract agreement and initialed relevant documents. E) Secretary for Chairman sends the contract agreement and relevant documents to T&C section.	1) Contract Agreement 2) Relevant Documents
37	14	T&C makes copies of contract	S) T&C section receives the contract agreement and relevant documents from secretary for Chairman. E) T&C makes copies of the contract agreement and relevant documents, and then compiles them as contract document files.	1) Copies of Contract Agreement 2) Copies of Relevant documents 3) Contract Document File
37	16	Send the contract and copies to Chairman's office	S) T&C section confirms the number of copies made. E) T&C section sends all the copies of contract document file along with original to Chairman's office.	1) Copies of Contract document file 2) Original Contract Document file
37	18	Chairman & Vice chairman sign contract	S) Secretary of Chairman receives the original and copies of contract document file. E) Chairman and Vice Chairman sign all contract agreement in contract document files (original and copies).	1) Copies of Contract Document File 2) Original Contract Document File
37	20	Send the contract and copies to T&C	S) Secretary of Chairman confirms the contract agreements are signed by Chairman and Vice Chairman. E) Secretary of Chairman sends the copies of contract document file along with original to T&C.	1) Copies of Contract Document File 2) Original Contract Document File
37	22	Send copies of contract to relevant section	S) T&C section receives the copies of contract document file along with original from secretary of Chairman. E) Copies of the contract document file are delivered to relevant sections by T&C and original contract document file is kept in T&C section	1) Copies of Contract Document File 2) Original Contract Document File
38	Note: This subchart details Chart 1 Step 50, Chart 2 Step 46, Chart 3 Step 46, Chart 4 Step 38, Chart 5 Step 52, Chart 6 Step 52, Chart 7 Step 46, Chart 8 Step 42, Chart 9 Step 60, Chart 10 Step 60, Chart 11 Step 62, Chart 12 Step 62, Chart 13 Step 52, Chart 14 Step 42, Chart 15 Step 38, Chart 16 Step 34, Chart			

Chart No.	Step. no.	Step Title	Description of Step S (start) = Action to be taken at the beginning of Step M (middle) = Action to be taken in the middle of Step E (end) = Action to be taken at the end of Step	Document generated or passed through during Step
17 Step 32, Chart 18 Step 50, Chart 19 Step 48, Chart 20 Step 42, Chart 21 Step 40 and Chart 22 Step 16.				
38	02	PD prepares a letter for JICA's concurrence	S) PD receives two copies of the contract document from T&C section and instructs to DPD to prepare a letter for JICA's concurrence. E) PD confirms that the letter is ready and to be send to the MWSD for further activities.	1) Letter of request for JICA's concurrence
38	04	PD sends the request letter to GM	S) PD sends a copy of the contract document to JICA. E) PD sends the request letter to GM.	1) Contract document 2)Request letter
38	06	GM sends the request letter and send it to MWSD	S) GM receives the request letter from PD. E) GM signs the request letter and sends it to MWSD.	1)Request letter
38	08	MWSD confirms the request letter and send it ERD	S) MWSD receives the request letter from GM. E) MWSD signs the request letter and sends it to ERD.	1)Request letter
38	10	ERD confirms the request letter and send it JICA	S) ERD receives the request letter from MWSD. E) ERD sings the request letter and sends it to JICA.	1)Request letter
38	12	JICA confirms the request	S) JICA receives the request letter from ERD. E) JICA confirms the contract.	1)Request letter
38	14	JICA sends a concurrence letter to ERD with copy to Secretary(MWSD), GM, AGM(JPU), PD	S) JICA prepares a concurrence letter. E) JICA sends the concurrence letter to ERD with copy to secretary(MWSD), GM, AGM(JPU),PD.	1)Concurrence letter

## Chapter IV Frequently Asked Question (FAQ)

These FAQs are intended to be used by persons in charge of procurement in NWSDB for answering general questions on procurement and inquiries from potential bidders.

No.	Question	Answer
<b>Procurement Method</b>		
1	What are the methods of procurement?	Commonly used methods of procurement include, International Competitive Bidding(ICB), Local Competitive Bidding (LCB), Shopping. <i>(Please refer to Sri Lanka Procurement Guide Lines 3.1; Sri Lanka Procurement Manual 3.1)</i>
2	What are the principles of NWSDB's procurement?	Principles of NWSDB procurement process as follows. <ul style="list-style-type: none"> <li>• The nature of the goods and services to be procured;</li> <li>• The value of the procurement;</li> <li>• The local availability and cost of goods and services;</li> <li>• Critical dates for delivery;</li> <li>• Agreement with the funding agency. And</li> <li>• Transparency of procedures proposed.</li> </ul> And the choice of the procurement method depends on above mentioned principles. <i>(Please refer to Sri Lanka Procurement Manual 3.1, Page no 43)</i>
3	To whom does the public procurement guidelines and rules apply?	Departments, Ministries, Local Government Agencies, Boards and Statutory Agents.
4	What is the procurement process?	The procurement process is determined by the allocated amount and procurement method. *Refer to the flowcharts in the "NWSDB Procurement Handbook under Japanese ODA Loans".
5	How long does the procurement process take?	Duration for the procurement process is also depends on the allocated amount and the procurement method. *Refer to the flowcharts in the "NWSDB Procurement Handbook under Japanese ODA Loans".
6	Is the lowest bid always retained for award of contract?	No. It is the highest evaluated and substantially responsive bid that is retained.
7	Is there a minimum time to be allowed for the submission of tenders?	Yes. The minimum bidding periods, counting from the date the bidding documents were made available for sale or the invitation is issued to the deadline for bid submission shall be provided for the bidder's to prepare the bids as follows: <ul style="list-style-type: none"> <li>• LCB, minimum period of 14 - 21 days;</li> <li>• Shopping, minimum of 5 days</li> </ul> <i>(Please refer Sri Lanka Procurement Manual Chapter 3, Page no: 55; Sri Lanka Procurement Guideline 3.8)</i>
8	What is the difference between an Invitation for Bids and a Request for Proposals?	In an Invitation for Bids, the technical requirements are clearly and completely specified in a qualitatively and quantitatively manner. In other words contracts for work, where designs are already done. In a Request for Proposals, proposals are submitted against requirements that are not fully definable at the stage of designing and building contracts.
<b>Procurement information</b>		
9	Is there information on requests for bids/proposals?	Information will be published on at least in one widely circulated national Newspaper and NWSDB's website.
10	How is bidders informed of the outcome of a bid exercise?	Bidders will be informed the outcome of bid exercise by a letter or publish on the website.

No.	Question	Answer
11	I heard there is a bid going on for "xyz" work or service. I want to participate. Who shall I contact?	You are encouraged to contact the relevant project chief engineer for information as mentioned in the bid notice on procurement action related to the work or services you offer.
12	We missed the procurement notice deadline; can we still work with the "NWSDB"?	It is obviously possible to participate in other procurement opportunities but not the ones where the deadline has already passed (unless the deadline was extended).
<b>Technical Evaluation Committee</b>		
13	Who does the evaluation?	TEC members evaluate the proposals and bids. TEC members of NWSDB are selected from NWSDB's engineer database based on the contents of each procurement.
14	How is Technical Evaluation Committee (TEC) set up?	Appointment and composition of TEC members depends on the procurement committee such as SCAPC and MPC. (Please refer to Sri Lanka Procurement Guidelines 2.7 and Sri Lanka Procurement Manual 2.7)
<b>Contracts</b>		
15	Is it possible to extend contracts?	Yes. If it is necessary, NWSDB may extend the deadline for bid closing, giving due consideration to the Procurement Time Schedule (PTS). (Please refer to Sri Lanka Procurement Guide Lines 5.3.15)
16	How are contracts monitored?	The contractor will be expected to deliver or provide the service in accordance with the requirements set out in the contract papers and proposals on how to carry it out. This will be monitored by Project Management Unit (PMU) and Funding Agency.
17	What information will I need to provide when applying for contracts?	Please refer to bid document and contract document for the information.
18	How much information do I need to provide on contract award criteria?	Please refer to contract document for the information
19	I have received a gift from a supplier, can I accept it?	No gifts or inducement should be accepted (Please refer to Sri Lanka Procurement Guide Lines 1.4.4)
<b>Others</b>		
20	Who can attend a Public Opening of Bids?	Government bid committee and representative from contractor can attend a public opening of bids session.
21	When is it appropriate to call for Expressions of Interest (EOI)?	Consultancy contracts and solicited proposals with funding.
22	I have been approved as a vendor. How come I have never been invited to bid?	Approved or registered vendors will be invited prior to other vendors. Those who are unable respond for the first time, even if they are registered or approved vendors will not be invited or accept again on that particular contract.
23	Can I ask for a debriefing to find out why I was unsuccessful in a tender?	Yes. You can ask for a debriefing only for consultancy other than that you have to appeal.
24	What is the difference between "Bidding" and "Tender"?	"Bidding" and "Tender" are synonym. "Tender" is often used in British English.
<b>* NWSDB Procurement Handbook under Japanese ODA Loans</b>		
25	Where can I get the "NWSDB Procurement Handbook under Japanese ODA Loans"?	"NWSDB Procurement Handbook under Japanese ODA Loans" can be downloaded from NWSDB's Intra-net. (The Intra-net is accessible to levels Manager and above.)
26	Are there Flow charts that were created in Excel?	Flow charts (Excel) can be downloaded from NWSDB's Intra-net. (The Intra-net is accessible to levels of Manager and above.)

No.	Question	Answer
27	Can I modify the “duration” that has been described to the right of step in flowchart?	When you use a flowchart in your project, you can modify the duration in consideration of the contents of procurement. However, please contact JPU if you’d like to implement significant change of duration.

\* These questions are intended for employees in charge of procurement in each project.

### 添付3

業務プロセス改善ポイント・内部統制強化ポイントにかかる解説資料



Japan International Cooperation Agency  
and  
National Water Supply and Drainage Board, Sri Lanka

## Problems and Recommendations

February 2014



KRI International Corp.  
ABeam Consulting Ltd.



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# 1. Introduction

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1. Overview of procurement under Japanese ODA loans
2. Classification of the problems

# 1. Introduction

## 1.1 Overview of procurement under Japanese ODA loans

This “Problems and Recommendations” sets out problems and improvement proposals based on analysis of NWSDB’s current procurement processes and compliance under Japanese ODA loan projects.

The number of procurement that have been or are being executed under existing five Japanese ODA loans amounts to 101, which can be classified into nine types (A to I) as shown in Table 1.

**Table 1 : Classification of Procurement under Japanese ODA loans**

As-Is chart no.	Procurement Type						Number of procurement	Contract amount (JPY million)
	Need	Method	No. of stage	No. of envelope	*Type of procurement committee	Japanese Yen value		
A	Consultant employment	ICB & QCBS	1	2	SCAPC		2	794.4
A		ICB & QCBS	1	2	MPC		5	1,590.7
B		ICB & SSS	1	2	SCAPC		1	811.0
B		ICB & SSS	1	2	MPC		0	0.0
C	Procurement (goods, services & works)	ICB with PQ	1	1	SCAPC	> 3 billion	2	11,008.0
C		ICB with PQ	1	1	SCAPC	0.5 - 3 billion	7	12,023.6
		LCB with PQ	1	1	SCAPC	0.5 - 3 billion	0	0.0
		ICB with PQ	1	1	SCAPC	< 0.5 billion	1	342.0
		ICB with PQ	1	1	MPC	< 0.5 billion	0	0.0
		ICB with PQ	1	2	SCAPC	> 3 billion	0	0.0
		ICB with PQ	1	2	SCAPC	1 - 3 billion	0	0.0
		ICB with PQ	2	1	SCAPC	> 3 billion	0	0.0
D		ICB with PQ	2	1	SCAPC	1 - 3 billion	1	1,477.6
		LCB without PQ	2	1	SCAPC	0.5 - 3 billion	0	0.0
E	LCB without PQ	1	1	SCAPC	0.5 - 3 billion	4	3,537.6	
E	LCB without PQ	1	1	SCAPC	< 0.5 billion	5	2,260.0	
E	LCB without PQ	1	1	MPC	< 0.5 billion	34	6,172.1	
F	LCB without PQ	1	1	DPC	< 0.5 billion	11	359.8	
F	LCB without PQ	1	1	PPC	< 0.5 billion	5	246.7	
F	LCB without PQ	1	1	RPC	< 0.5 billion	14	17.8	
G	LCB without PQ	1	2	SCAPC	0.5 - 3 billion	0	0.0	
G	LCB without PQ	1	2	SCAPC	< 0.5 billion	0	0.0	
G	LCB without PQ	1	2	MPC	< 0.5 billion	4	599.3	
H	LCB without PQ	1	2	DPC	< 0.5 billion	0	0.0	
H	LCB without PQ	1	2	PPC	< 0.5 billion	3	193.5	
I	Shopping		1	1	RPC	< 0.5 billion	2	0.1
Total							101	41,434.3

**\*Type of procurement committee :**

The cost thresholds to assign the level of procurement committee in procurement of goods, services and works are stipulated in the Sri Lankan guidelines as

- (i) Rs. 500 million or above for SCAPC,
- (ii) Rs. 150 to 500 million for MPC,
- (iii) Rs. 5 to 150 million for DPC or PPC, and
- (iv) less than Rs. 5 million for RPC.

In case of consultant employment, different thresholds apply, which are

- (i) Rs. 200 million or above for SCAPC,
- (ii) Rs. 50 to 200 million for MPC, and
- (iii) less than Rs. 50 million for DPC or PPC.

If the consultant is employed by SSS, the thresholds are lowered to

- (i) Rs. 100 million or above for SCAPC,
- (ii) Rs. 20 to 100 million for MPC, and
- (iii) less than Rs. 20 million for DPC or PPC.

Source: Compiled by JICA Study Team based on data from NWSDB

# 1. Introduction

## 1.2 Classification of the problems

Problems found by analysis are broadly categorized into “Problems in NWSDB” and “Problems in an organization other than NWSDB”. “Problems in NWSDB” can be further divided into “Problems related to a whole procurement process” and “Problems related to a specific Step”. In this material, problems and recommendations are explained according to these classification. As for “Problems caused by an organization other than NWSDB”, if they are to be improved by NWSDB, recommendations are set out.

**Table 2 : Classification of the problems**

Classification			Chapter where details are shown
Problems	Problems in NWSDB	Problems related to a whole procurement process	2.1 (page 6 to 15)
		Problems related to a specific Step	2.2 (page 17 to 25)
	Problems in an organization other than NWSDB		3 (page 27 to 28)

## 2. Problems and Recommendations

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(Problems in NWSDB)

1. **Problems related to a whole procurement process**
2. Problems related to a specific Step

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.1 Parallel processing is not identified 1/2

**Problem: Parallel processing is not identified**

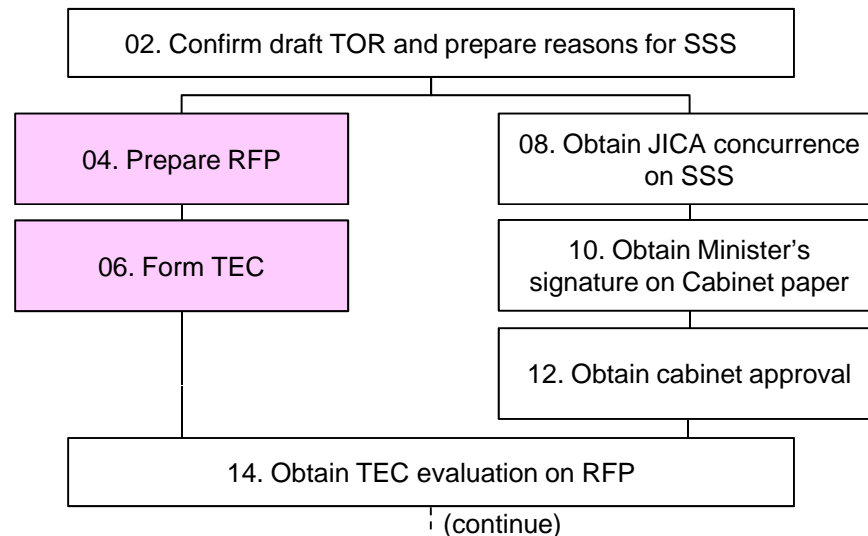
In some current processes, there are steps that can be performed in parallel with other steps. But these steps are shown to be sequentially processed. This means that unnecessary waiting time are included in the process.

**Recommendation: Identify parallel steps and carry them out to reduce waiting time**

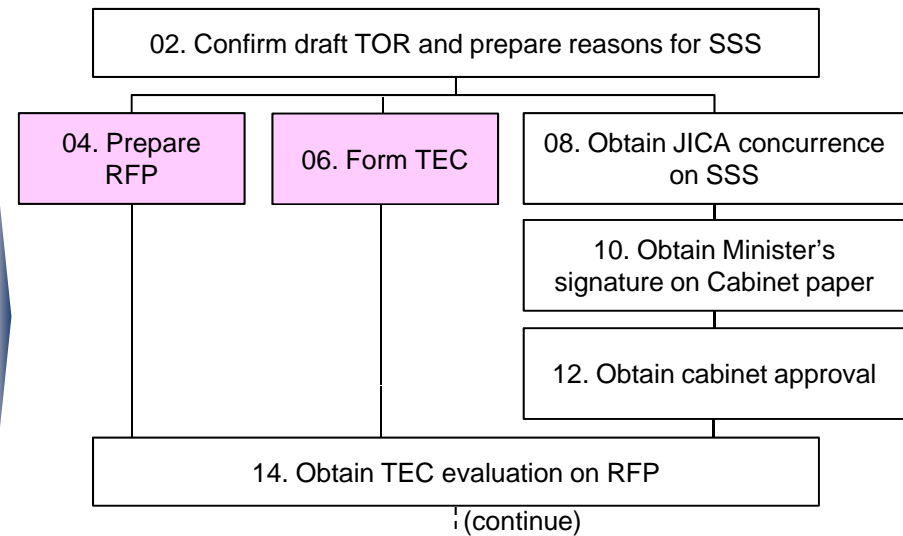
If there are steps that can be carried out in parallel, they should be performed in parallel to eliminates the unnecessary waiting time. The waiting period could be reduced and the critical path could be mitigated.

Such a problem is seen in “Consultant employment (SSS, SCAPC/MPC)”, “Procurement (ICB with PQ, SCAPC)” and “Procurement (ICB with PQ, 2stage,SCAPC)”.

##### **Consultant employment (SSS, SCAPC/MPC)**



Step 06 “Form TEC” takes place subsequently to Step 04 “Prepare RFP”. This means that an unnecessary waiting time before starting to form TEC is being consumed during Step 04.

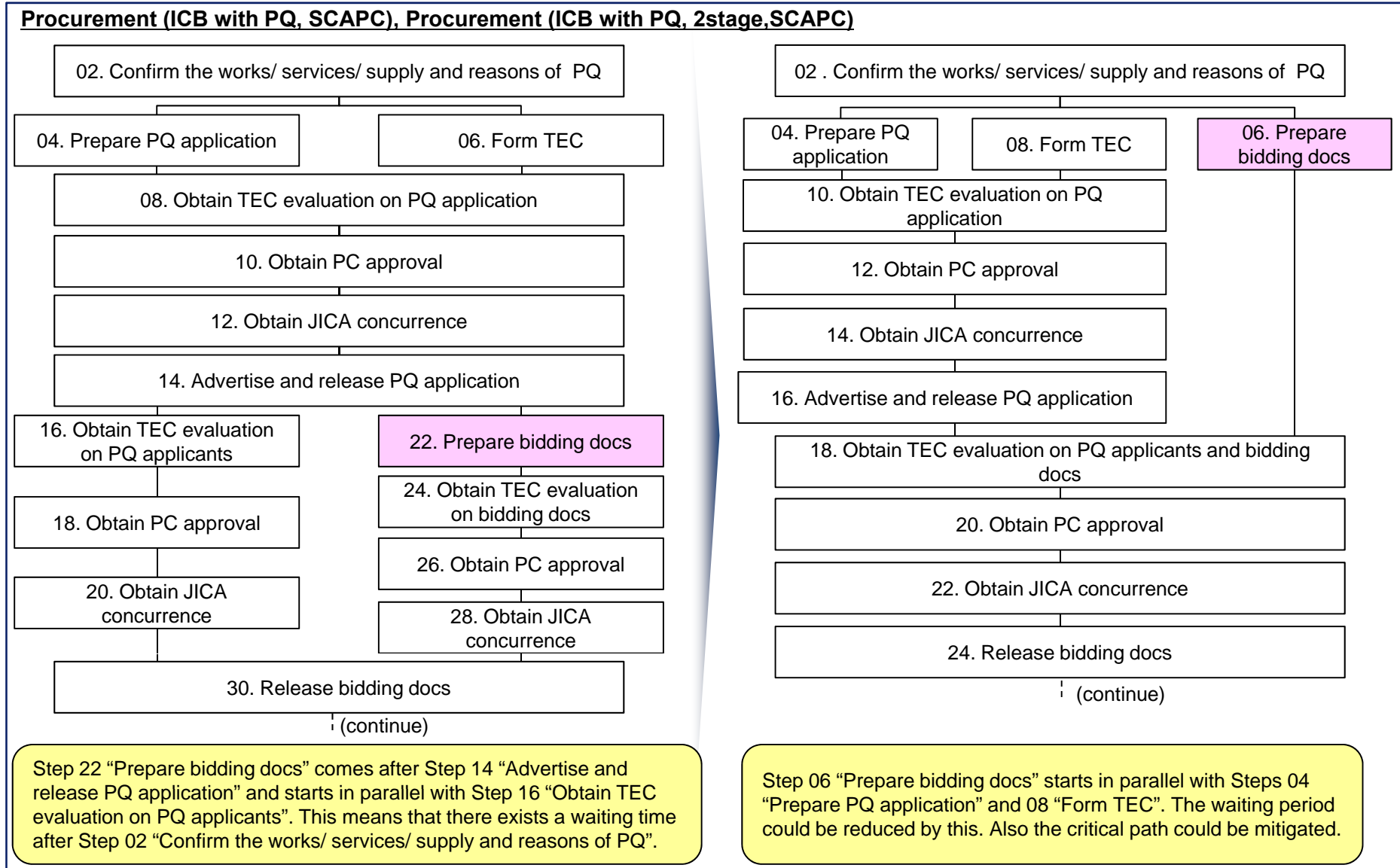


Step 06 “Form TEC” starts in parallel with Step 04 “Prepare RFP” and 08 “Obtain JICA concurrence on SSS”.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.1 Parallel processing is not identified 2/2



## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.2 Procurement performance monitoring

**Problem:** Current monitoring sheet of procurement schedule does not trace detailed process

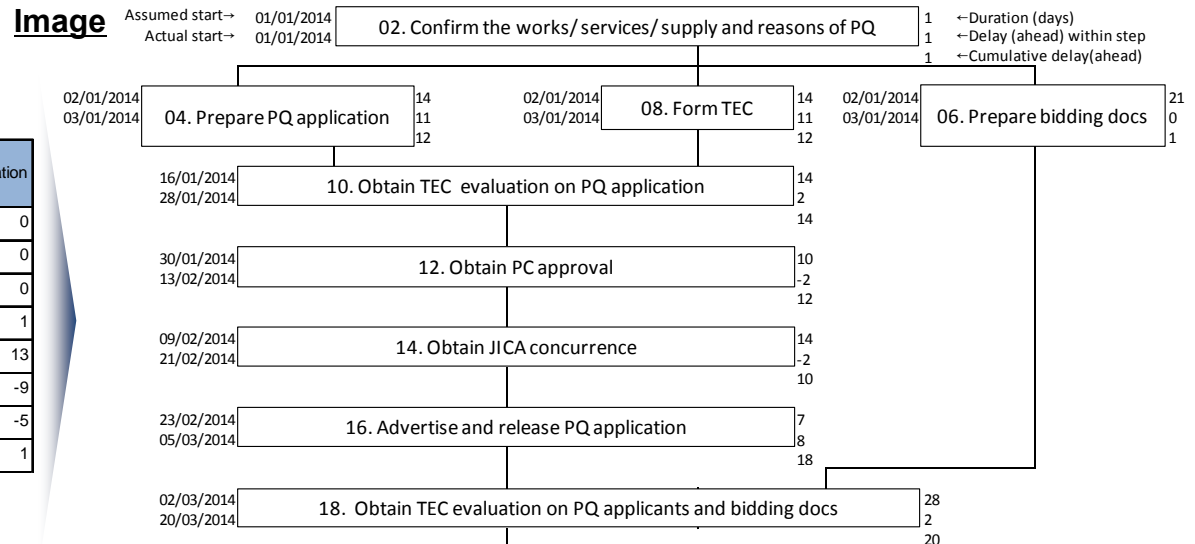
The current performance monitoring sheet is a simple Excel table and there is no standard form among projects. A problem of the current monitoring sheet is its inability to show concurrent activities and their schedules in an easy-to-read manner. Another problem is lack of details. The template sheet itemizes only major procurement steps.

**Recommendation:** A more detailed monitoring sheet could be used.

The To-Be process charts presented in the NWSDB Procurement Handbook are designed to be usable also for monitoring purposes. In fact the proposed To-Be charts function as CPM (Critical Path Method) charts.

#### Image

Activity/ Milestone	Forecast Date	Forecast Duration	Cumulative Duration	Actual Date	Actual Duration	Cumulative Duration	Variation
AAA		18	18	April 8, 2014	18	18	0
BBB		1	19	April 9, 2014	1	19	0
CCC	May 14, 2014	35	54	May 14, 2014	35	54	0
DDD	June 7, 2014	24	78	June 6, 2014	23	77	1
EEE	June 21, 2014	14	92	June 7, 2014	1	78	13
FFF	July 7, 2014	16	108	July 2, 2014	25	103	-9
GGG	July 10, 2014	3	111	July 10, 2014	8	111	-5
HHH	July 24, 2014	14	125	July 23, 2014	13	124	1



Because of its flow chart appearance, each procurement step is visually detectable and traceable even though concurrent steps or irregularly occurring steps are included. It is also possible to show necessary monitoring items adjacently to each “step” box such as planned start date, actual start date, planned duration and actual delay. Such a new monitoring sheet should be used in every procurement to track various procurement actions and to ensure that the contracts are finally awarded and that JICA’s concurrences are obtained within the initially planned period.



## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

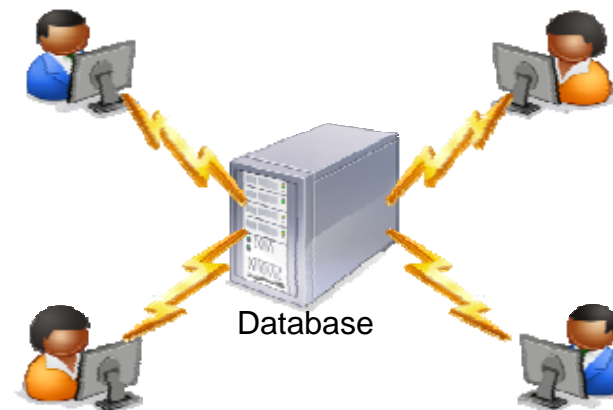
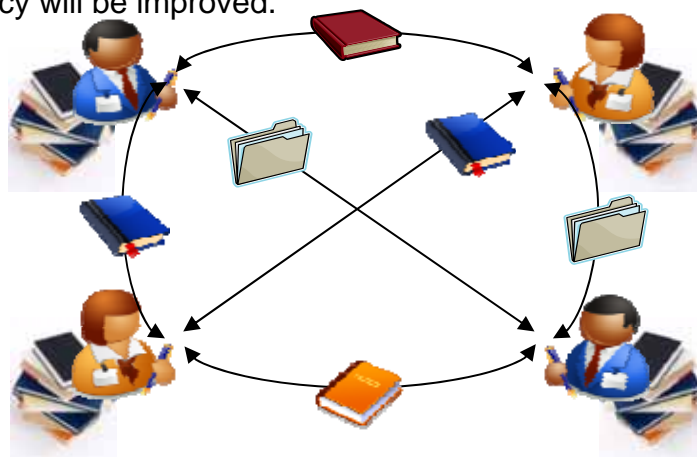
#### 2.1.3 Procurement database

**Problem:** Procurement database is yet to be available on the intranet

Procurement data such as bidding documents, contract documents and important correspondence are currently archived in project offices, AGM (T&C) branch, and other relevant sections. All such data are basically papers, so there may not be timely sharing of information of procurement. The software "Procurement Assistant" which is being tested currently, will be the first procurement database when actually introduced. Although the Procurement Assistant" will have an ability to electronically register procurement applications at AGM (T&C) and make procurement schedules sharable among the system users, other procurement data uploadable and usable on the intranet will be still limited.

**Recommendation:** Digitalizing and archiving them in a computerized database and making the data available on the intranet

More procurement data should be prepared and shared on the intranet. Such data include prequalified manufacturers of various products, performance of contractors and performance of TEC in past procurement. By using them on the intranet, procurement efficiency will be improved.



Also performance monitoring sheet earlier explained in Page 8 should be included as key data in the database. Project offices, AGM (T&C), Japan Unit and other NWSDB management should be able to access the procurement data and utilize them as one of MIS (Management Information System) data. Staff who are involved in procurement should be able to access the database so that comments and complaints in the field could be directly elicited.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.4 Information security management 1/4

#### Problem: Possibility of information leakage

In the course of the procurement process, leakage of information can happen either intentionally or unintentionally. PC members and TEC members are requested to sign the declarations that contain the item to prevent leakage of information. It is important to sign the declarations but that is still not enough. Unless they understand why there is a need to protect the contents described in the declarations, it will end up just an action to sign.

PROCUREMENT GUIDELINE REFERENCE: <b>2.12</b> <b>DECLARATIONS BY MEMBERS OF PROCUREMENT COMMITTEES AND TECHNICAL EVALUATION COMMITTEES</b>
Member's ref No: Contract Title: Contract Reference: Date:
<ol style="list-style-type: none"> <li>1. I, the undersigned .....<sup>11</sup> appointed for the above contract, fully understand the "commercial-in-confidence" nature of the proceedings of the procurement process and declare that I will not discuss any matters pertaining to the proceedings, including our recommendations with any party other than the other members of the PC and the TEC appointed for this procurement and who are officially involved in the process;</li> <li>2. I, the undersigned declare that I am in no way linked, associated or involved with any of the potential bidders of the procurement under consideration;</li> <li>3. At the first instance that I come to know that a participation of any bidder known to me may cause or may be interpreted as a conflict of interest, I will so inform to the appointing authority and request for a replacement;</li> <li>4. <u>I will maintain strict confidentiality of information throughout the process.</u></li> <li>5. I will refrain from receiving any personal gain what so ever from any action related to this procurement;</li> </ol>
I am fully aware of the responsibilities of the PPC and TEC and also the Ethics in Procurement as spelled out in the Procurement Guidelines <b>NAME &amp; Signature of the Member</b>

In order not to end up with just an action to sign, and to make employees other than TEC members understand the importance of Information security management, it is necessary to build ethics awareness in the work place.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.4 Information security management 2/4

Recommendation: Design a program to encourage compliance in NWSDB employees, document related rules, and define necessary actions to be taken.

Details of the program should be considered from two perspectives: "Design" and "Implementation." Examples of steps in the program are as follows:

#### **Examples**

	Encourage compliance	Document related rules	Define necessary actions
<b>Design</b>	<ul style="list-style-type: none"> <li>✓ Code of conduct</li> <li>✓ Compliance regulation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Information Security Guideline</li> <li>✓ Document Management Guideline</li> </ul>	<ul style="list-style-type: none"> <li>✓ Password for important document/date</li> <li>✓ Send passwords of critical documents in a separate e-mail</li> <li>✓ Do not share passwords</li> <li>✓ Lock PCs when leaving one's seat</li> <li>✓ Reverse documents when leaving one's seat</li> <li>✓ Do not leave a document in photocopier</li> <li>✓ Use a shredder when discarding confidential documents</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>✓ Explanation of the Code of Conduct on a regular basis by management</li> <li>✓ Appointment of a "Compliance Officer" at Internal Audit Section or "Compliance Section" to be newly created</li> </ul>	<ul style="list-style-type: none"> <li>✓ Training</li> <li>✓ Explanation by compliance officer</li> <li>✓ Explanation by IT section</li> </ul>	<ul style="list-style-type: none"> <li>✓ Training</li> <li>✓ Monitoring</li> </ul>

Information security management system is constructed by carrying out in the order of the arrow. After Information security management system has been constructed, review and regular monitoring will be needed. The first step to construct the system, is to document the policy (e.g. Code of conduct) based on the ethics of NWSDB (See the next page for an example of the contents of Code of conduct).

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.4 Information security management 3/4 (Sample of Code of conduct from OECD 1/2)



##### **General conduct**

1. Procurement practitioners must ensure that they are never beholden to an economic operator.
2. Throughout the procurement cycle, procurement practitioners must exhibit responsible behaviour and strive for transparent and collegial decisions.
3. Information on the procurement process must not be disclosed to persons who have no need to know.

##### **Information and conduct during the pre-tendering phase**

4. Procurement practitioners, and in particular buyers, may need to establish contacts with the private sector. The procurement practitioners benefits from acquiring technical familiarity with the goods, services and works within his competence in order to more effectively draft tender requirements and evaluate offers received.
5. Buyers may accept requests from economic operators for meetings. They may also request a meeting, provided this will enhance their knowledge of the market. To improve their knowledge, beyond the Internet or the specialised press, buyers may attend exhibitions or fairs to obtain information on the characteristics of a competitive market.
6. Economic operators are interested to know the organisation and activity of the procurement services in their field. To encourage such exchanges, joint exhibitions or forums should be encouraged with the professional partners (local chambers of commerce, professional federations, labour unions etc.).
7. In this context, the information that may be exchanged or disclosed concerns:
  - a. information on completed procedures, when a contract has been awarded, subject to the protection of industrial and commercial confidential information; and
  - b. the description of the organisation and the activity of the procurement services and other administrations involved in the process.
8. In order to preserve equal treatment of suppliers/bidders, information on the estimated value of a project or the scheduled date of the consultation, etc., must not be disclosed.
9. Any communication or information on a draft contract may be disclosed only through the advertising or publication procedures defined in the procurement code.
10. The drafting of the statement of needs is the sole responsibility of the contract authority, in order to avoid gearing the requirements to a specific offer.

##### **Information and conduct during the tendering phase**

11. Except in the case of correction notices, the procurement code governs the conditions for achieving equality of treatment among candidates, and the transparency of procedures.
12. To avoid any risk of favouritism or suspicion, when private operators come to the office to obtain the consultation papers, those papers must be delivered by an officer not involved in the procurement process, or who has no information on the proposed contract.

**Source: OECD Website (<http://www.oecd.org/governance/procurement/toolbox/codeofconductforprocurementpractitioners.htm>)**

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.4 Information security management 4/4 (Sample of Code of conduct from OECD 2/2)

##### **Information and conduct during the post-award phase**

13. All decisions taken by a procurement practitioner must be based exclusively on the provisions in the contract as previously agreed, particularly with regards to the definition and application of penalties.
14. Supervision and management of contract performance require collegiality and a paper trail of decisions, particularly with respect to penalties, certification of performance, and possible amendments to the contract.
15. Relations established with economic operators under public contracts may not serve as a pretext for any private contracting.

##### **Information and conduct at all phases of the procurement cycle**

16. Procurement practitioners must not solicit or accept gifts, favours or other advantages for themselves, their family their friends, or for persons with whom they have business or political dealings.
17. Regardless of the position occupied, and under all circumstances, procurement practitioners must exhibit good judgment and responsibility. They have the duty to inform their correspondents that they are subject to this code and cannot deviate from it.
18. Customs or usages may treat certain gifts and other advantages as acts of courtesy or hospitality that are appropriate in contacts between procurement officers and economic operators. This applies to minor gifts and conventional gestures of hospitality, in the form of modest invitations, calendars, and pens of low value, advertising materials, and minor office furnishings.

##### **Gifts**

19. Every procurement practitioner is advised to consider each of the following points before accepting any gift, which must be minor, of low value, not regularly provided, and neutral.
20. Regardless of the nature of the gift received, procurement practitioners must:
  - report them immediately to their hierarchical superior in order to avoid any suspicion;
  - mention them in a specific document, including the origin, nature and destination of the good delivered in order to guarantee traceability in case of subsequent challenge or audit;
  - use them, to the extent possible, for the benefit of the entire office (for example, passing a box of chocolates, sharing calendars or distributing pens); and
  - request their supervisor's advice in case of doubt, as to what is acceptable or not and on the steps to take.
21. Gifts or invitations that do not fall within the framework described above must also be recorded, with the name of the company concerned, and returned to the sender with a letter.
22. Invitations to receptions or promotional, cultural, sporting or charitable events are subject to the same rules. Being on holiday is no defence against the rules defined more broadly in this code. Procurement practitioners must in no case solicit such invitations from a supplier.
23. Any participation in an activity in the course of duty must be assessed in light of the context. In the case of participation at a professional seminar for one or more days, for example, the administration may pay the cost of registration and the officer will be placed on mission expenses.
24. Participation in visits or trips may only be justified on purely professional grounds. The costs of travel and accommodation must be covered by a mission order.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.5 Digital signature 1/2

**Problem:** Time consuming process of obtaining handwritten signature on documents

There is a problem where “Signing the documents” caused a delay because the person who is supposed to sign the documents may not be available in the seat.

**Recommendation:** Use of Digital signature

Digital signature can reduce such a delay. The summary of the digital signature and image of using it are as follows.

##### **Summary**

- There is a government act (ACT, No.19 of 2006) which supports the use of digital signature for signing official documents.
- Lanka Government Network Certificate Authority (LGNCA) issues digital signature.
- Information and Communication Technology Agency (ICTA) provides the digital signature that is issued by LGNCA in pen drives.
- The person who is authorized to sign the documents has to save the particular documents to the hard drive and he/she can connect the pen drive which contains the digital signature to the computer and then he/she will be able to sign the document.
- In case where more than one person signing the document, there are two methods that can be used.
  - i. Use of shared server:  
The document to be signed is saved in the shared server, each signer accesses the shared server and signs the document.
  - ii. Use of e-mail  
One signer signs the document on his/her PC, then he/she sends the document to the next signer by e-mail. This process is repeated until all the signatures are obtained.

Even though the “Use of shared server” is more efficient than the “Use of e-mail”, when a shared server is not available or the volume of document is small, the “Use of e-mail” is also effective.

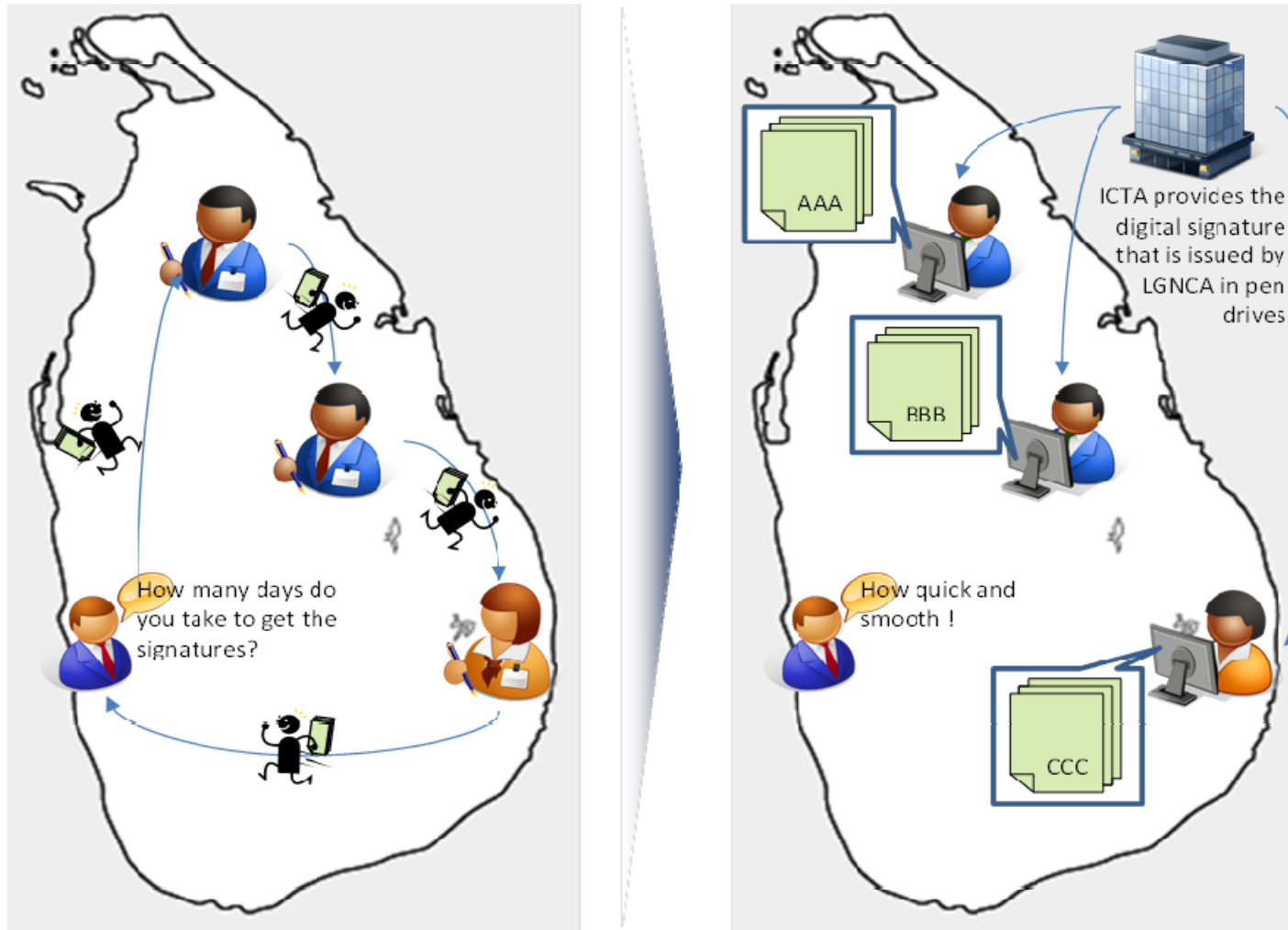
- ICTA charges Rs.500 per signature per year.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.1 Problems related to a whole procurement process

#### 2.1.5 Digital signature 2/2

Image of using the Digital signature



Although there are some prerequisites to use digital signatures, such as internet access, it is recommended to consider the usage in the future.

## 2. Problems and Recommendations

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(Problems in NWSDB)

1. Problems related to a whole procurement process
2. **Problems related to a specific Step**



## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

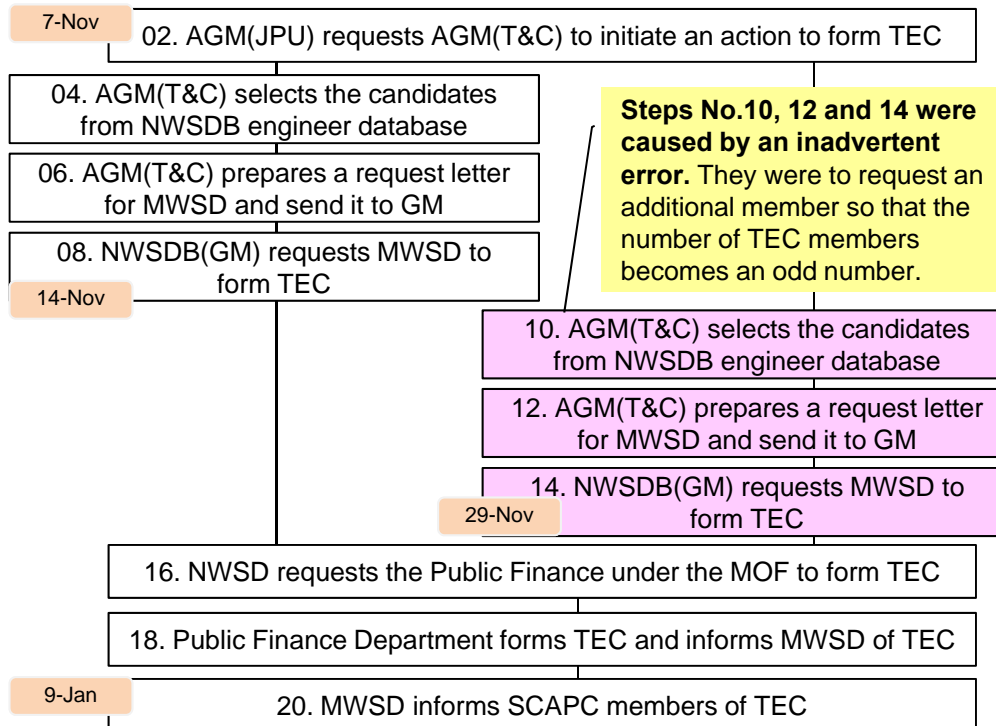
#### 2.2.1 Formation of TEC 1/2

**Problem: Inadvertent errors during the formation of TEC for SCAPC**

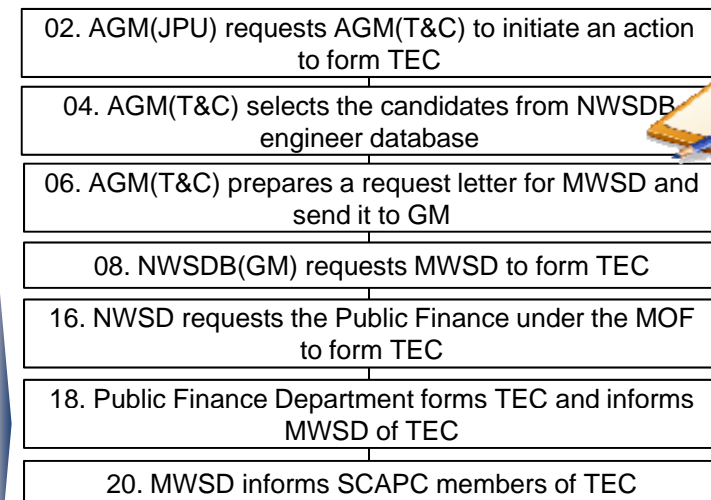
There were cases where an inadvertent error caused a delay

**Recommendation: Checklist is useful to prevent inadvertent errors**

The case is as follows. At Steps where inadvertent errors may occur, use of a checklist is recommended.



After formation TEC, one of the members was replaced because of poor health, and PD was appointed as a TEC member. (PD should not be appointed as a TEC member for SCAPC which is a non compliance with the SPG)



A checklist is used in Step No.4. Sample of the checklist is as follows.

**Checklist (idea): Form TEC for SCAPC**

- ✓ The number of TEC member is "odd".
- ✓ Check "Procurement Manual 2.8.2"\* (e.g. The officer in charge of the Project shall be non-member Secretary for TEC.)
- ✓ In case of the addition, the letter of request needs a reason

\*See the next page

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

#### 2.2.1 Formation of TEC 2/2

Composition of TEC is described in the Sri Lanka Procurement Manual (SPM) as below. During the formation of TEC, it should be checked as a part of the checklist.

##### **TEC Composition for SCAPC**

- a) The minimum number of members in the TEC shall be five
- b) There shall be a chairperson for the TEC;
- c) At least two members shall be subject specialists\* selected from the nominees of Secretary to the Line Ministry;
- d) The Officer in charge of the Project shall be the non member Secretary for TEC
- e) Representative from the Line Ministry
- f) Representative from the Treasury
- g) If Head of the Department or Chief Executive Officer is a member of the TEC, his or her subordinates should not serve as member of the same TEC, unless it is essential.
- h) Any other processing specialized expertise (if required)

The Chairman of the TEC shall assign specific tasks to each member ( including to him/her self) in addition to the joint responsibility.

\* subject specialists means a person who is knowledgeable to make judgment on responsive of the bid on technical/financial and other related grounds as appropriate to the procurement concerned.

##### **TEC Composition for MPC (major contracts)**

- a) The minimum number of members in the TEC shall be five;
- b) There shall be a chairperson for the TEC;
- c) At least one member of the TEC shall be a person who his conversant with Procurement procedure;
- d) At least one member shall be from the list nominated by Head of Department/Project Director;
- e) At least one members shall be a subject specialist\*;
- f) At least one member shall be external to the Procuring Entity;
- g) If Head of the Department or Chief Executive Officer is a member of the TEC, his or her subordinates should not serve as member of the same TEC, unless it is essential.

The Chairman of the TEC shall assign specific tasks to each member (including to him/her self) in addition to the joint responsibility;

Procurement Liaison Officer shall be the non member Secretary for TEC

\* subject specialists means a person who is knowledgeable to make judgment on responsiveness of the bid on technical/financial and other criteria as appropriate to the procurement concerned.

##### **TEC Composition for MPC (minor contracts (see procurement manual guideline 2.14.1))**

The composition of the TEC to carry out Procurement Actions shall be three.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

#### 2.2.2 Preparation of bidding docs

##### Problem: Inaccurate bidding documents

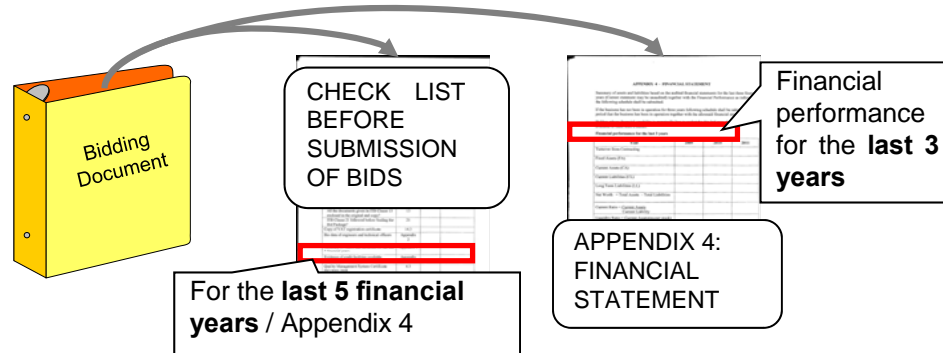
There was a case where “preparation of inaccurate bidding documents” caused a clarification regarding bid contents at the bid evaluation stage. In most cases such clarifications resulted in delays.

**Recommendation:** In case a clarification requested at the bid evaluation stage is due to inaccurately prepared bidding document, it is useful to record such clarification in a database so as not to repeat the same inaccuracy. Training for preparing bidding document should be considered.

The case is as follows. Preparation of proper bidding documents properly is very important in order to prevent delays.

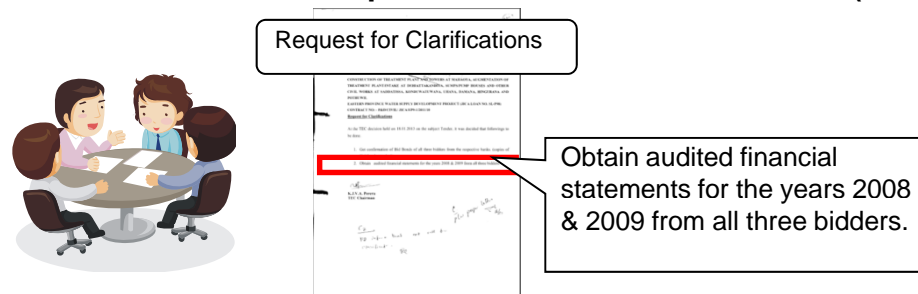
##### Details of the problem

**The tender was advertised on 17<sup>th</sup> Oct and it was closed on 14<sup>th</sup> Dec**



“CHECK LIST BEFORE SUBMISSION OF BIDS”, which is part of bidding document form, says “5 financial years” but “APPENDIX4: FINANCIAL STATEMENT”, which is also part of bidding document, says “for the last 3 years” and there is a form to fill for 3 years. So all the bidders submitted their 3 year financial statements.

**TEC chairman sent “Request for Clarifications” to AGM (T&C) on 18<sup>th</sup> Jan**



After TEC evaluated the tender documents which were submitted by 3 bidders, TEC chairman sent “Request for Clarifications” to AGM (T&C). This is about 1 month after the bidding documents were submitted.

##### Recommendation

If a clarification at the bid evaluation stage is turned out to be due to inaccurately prepared bidding documents, it is useful to record such clarification in a database. A checklist of avoidable inaccuracy can be prepared and referred to at the bidding document preparation stage.

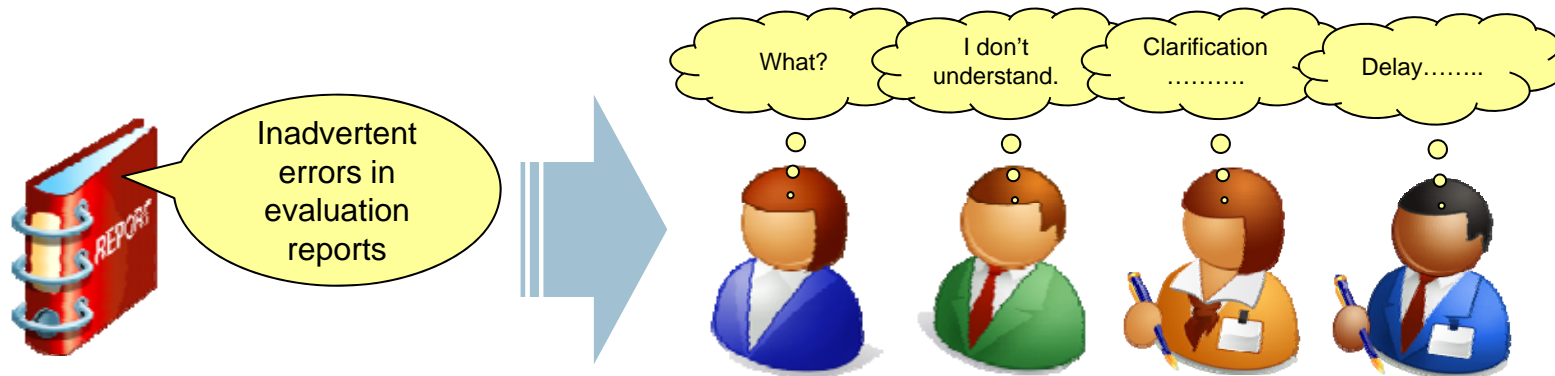
## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

#### 2.2.3 Need to develop capacity to prepare better evaluation reports 1/2

Problem: In response to clarification requests caused by inaccurate evaluation report, TEC often takes a long time to solve them, causing a delay.

It is said that clarifications by TEC are often insufficient or misdirected. Some clarifications are attributable to incorrectly prepared evaluation reports. Inadvertent errors in evaluation reports and disaccord with the standard formats also result in more clarification requests, thereby delay the procurement process.



Some TEC members who come from other ministries may not be particularly active in the evaluation process. Thus, there is a risk that a significant part of the evaluation process is done by the remaining members which is only a limited number.



## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

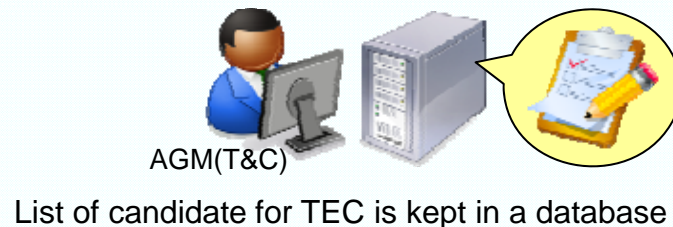
#### 2.2.3 Need to develop capacity to prepare better evaluation reports 2/2

Recommendation: There are three recommendations as follows.

- TEC members with proper technical skills should be identified, selected and approved.
- Such TEC members should examine bids by strictly using stipulated evaluation criteria and produce an evaluation report in accordance with the standard format.
- Training for tender evaluation should be continued.

The TEC member selection within NWSDB should be more transparent. The selection policy should be pre-set and disclosed. Currently there are about 70 staff who are considered eligible as TEC member. The list is kept in a database of AGM (T&C) alone. The current selection of TEC members by AGM (T&C) is generally received well but to set the selection policy and disclose the candidate list and their past performance records will help incentivise the TEC member candidates for better performance.

##### Selection of TEC members



##### Preparation of “Selection Policy”

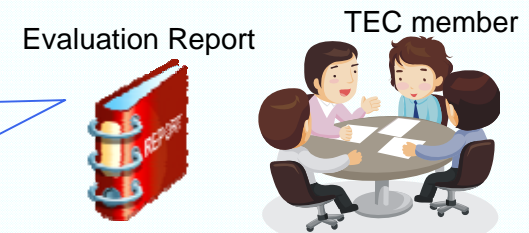
##### Disclosure of “List of candidate for TEC and their past performance record”



##### Criteria of Evaluation Report

A tender evaluation report should contain all essential information such as

- a clear and complete description of the evaluation process and
- determination of the responsiveness of tenders,
- satisfaction of the evaluation criteria specified in the bidding document,
- verified qualification of the successful bidder.



Preparing such reports require proper technical skills. Ideally, procurement practitioners should advise, oversee the evaluation process and assist with the drafting of the evaluation report. When appointing TEC members it is better to select personnel who have finished a procurement training course.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

#### 2.2.4 Delay in receiving a performance security 1/4

“Receipt of performance security” is a step which comes after “Send letter of acceptance”. In the letter of acceptance, a successful bidder is required to provide a performance security to protect NWSDB against non-performance of the contract. Such performance security is provided in the form of bank guarantee or performance bond. NWSDB requests a successful bidder to submit a performance security within in 14 days from the issuing date of letter of acceptance. However it is often the case that NWSDB receives a satisfactory performance security from the successful bidder in a period much longer than 14 days.

In analysis of this delay, the following three problems came to light:

Problem 1: Misleading terminology in Sri Lanka guidelines

Problem 2: Notice of performance security by bank is not attempted

Problem 3: Requesting a counter guarantee to a foreign-issued performance security is not in accordance with JICA guidelines

On the next pages, details of the problem and recommendation for each problem is described.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

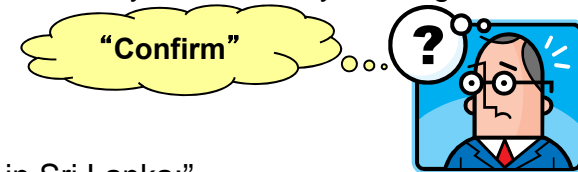
#### 2.2.4 Delay in receiving a performance security 2/4

##### Problem 1: Misleading terminology in Sri Lanka guidelines

Definition of “confirmed” performance securities in the Sri Lanka Procurement Guidelines (SPG) is unclear. In the Sri Lanka Procurement Manual (SPM), Reference 5.4.8, there is an explanation on a performance security submitted by a foreign bidder, which is excerpted as follows:

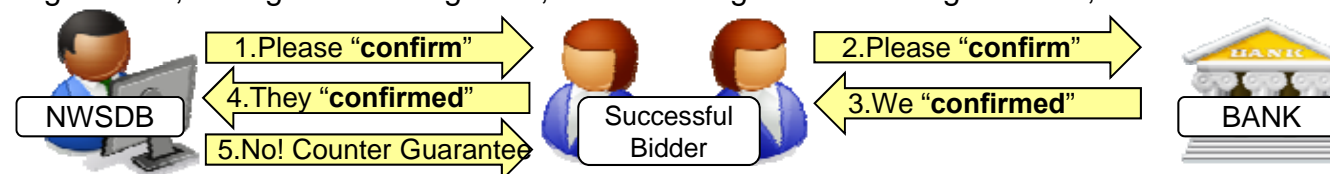
“The Performance Guarantee issued by the following agencies are acceptable.

- A commercial bank operating in Sri Lanka;
- A bank based in another country but the guarantee “**confirmed**” by a bank operating in Sri Lanka;”



Here the term “**confirmed**” is already highlighted but the definition exists nowhere in the same document, which is considered incomplete as a manual. Presumably the term “**confirmed** performance guarantee” was meant to be used here in the same context as “**confirmed** L/C (letter of credit)”. A “**confirmed** L/C” is a widely used and generally accepted terminology in banking and trading business. An L/C becomes “**confirmed**” when another bank gives a counter guarantee to the original L/C at the request or authorization of the issuing bank. However this meaning of “giving a counter guarantee” is not generally used in case of a performance security.

In an actual case, a foreign successful bidder, at a request of NWSDB, submitted a performance security issued by a bank of its own country. Also at an NWSDB’s request, the performance security was further “**confirmed**” by a Sri Lankan bank. But the object of “confirmation” was merely the authenticity of the issuer bank’s act of issuing the performance security. NWSDB was not satisfied with such authenticity confirmation and requested the foreign successful bidder to arrange a counter guarantee by a Sri Lankan bank. The foreign bidder, through the issuing bank, had to arrange the counter guarantee, **which took a few weeks to complete.**



##### Recommendation: The use of well-defined term

SPG and SPM use the equivocal term “confirm” in association with a performance security. This should be rectified. In order to avoid misinterpretation by bidders, NWSDB should use an accurate term such as “guarantee”.

## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

#### 2.2.4 Delay in receiving a performance security 3/4

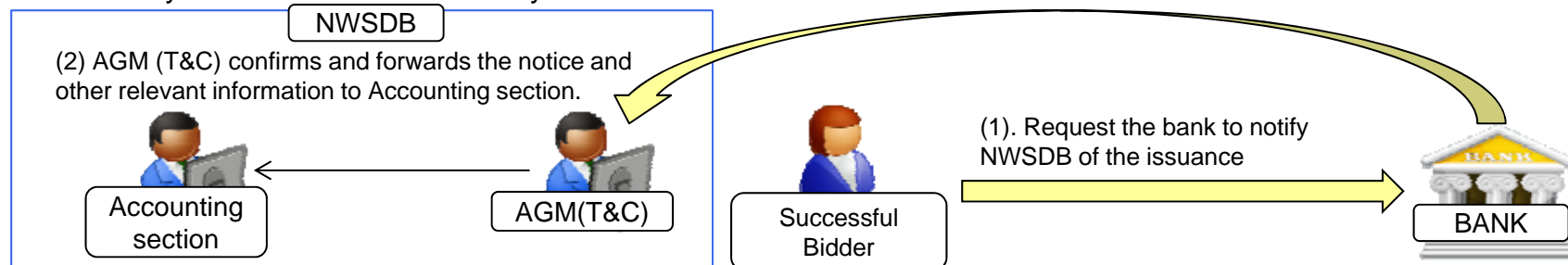
##### Problem 2: Notice of performance security by bank is not attempted

Process of verifying the authenticity of a performance security could be redundant. NWSDB, after receiving a performance guarantee from a successful bidder, sends an enquiry to the issuing (or notifying) bank as to whether the performance guarantee has been truly issued. This confirmation process, if included in the performance guarantee delivery time from the issuing bank to the bidder, and from the bidder to NWSDB, often takes more than a week. Also the authenticity check is done because NWSDB cannot be sure whether the performance security submitted by the bidder is authentic. The authenticity check may be unnecessary if NWSDB can receive the performance security directly from its reliable bank.

**Recommendation:** Request a successful bidder that NWSDB be notified of performance security issuance directly by a bank. Also other bank guarantees can be notified directly by banks.

It is possible for NWSDB to be notified of a performance security directly by the issuing bank or notifying bank. The following process is recommended as the authenticity check process.

- (1) The bidding documents stipulate that the successful bidder should request the performance security issuing bank to notify NWSDB of the issuance. As the section to whom the notice is to be given, AGM (T&C) will be nominated.
- (2) AGM (T&C), after receiving a notice of performance security, confirms to which procurement the performance security belongs. AGM (T&C) may arrange a delivery of the original notice or a receipt of the notice at the notifying bank. After the confirmation, AGM (T&C) forwards the notice and other relevant information to Finance Division (Chief Accountant) for the contents check.
- (3) Other bank guarantees and their extensions can be also notified directly by banks so that NWSDB can take quicker action than when they are notified or submitted by bidders or contractors.





## 2. Problems and Recommendation (Problems in NWSDB)

### 2.2 Problems related to a specific Step

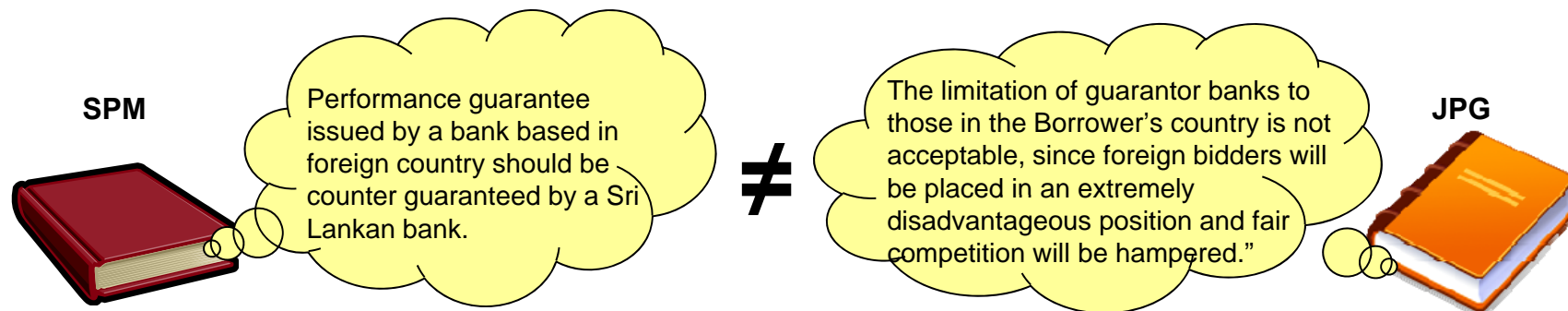
#### 2.2.4 Delay in receiving a performance security 4/4

##### Problem 3: Requesting a counter guarantee to foreign-issued performance security is not in accordance with “Guidelines for Consultant Employment and Procurement under Japanese ODA Loans (JPG)”

As already mentioned in the first problem, the SPM, Reference 5.4.8 requires that a performance guarantee issued by a bank based in foreign country should be counter guaranteed by a Sri Lankan bank.

Meanwhile the JICA guidelines indicate a different direction. Note 3 on Section 4.14 of JPG (page 38 of “JICA Handbook on Consultant Employment and Procurement Guidelines under Japanese ODA Loans”) reads as follows:

“In the case of a bank guarantee, the limitation of guarantor banks to those in the Borrower’s country, regardless of the fact that the country has very few foreign bank branches, or the addition of provisions to make the repatriation of funds only in the currency of the Borrower’s country is not acceptable, since foreign bidders will be placed in an extremely disadvantageous position and fair competition will be hampered.”



“Schedule 4 Procurement Procedure, Section 1 Guidelines to be used for procurement under the loan” of a loan agreement between JICA and GOSL stipulates that procurement shall be in accordance with the JPG. NWSDB’s ongoing practice of requesting foreign bidders to arrange a counter guarantee by a Sri Lankan bank has not been objected by foreign lenders.

**Recommendation:** Requesting a counter guarantee for performance security issued by a foreign bank can continue unless JICA objects it. The need of counter guarantee should be clearly indicated in bidding documents to avoid bidders’ misunderstanding and delays in arrangement.

## 3. Problems and Recommendations

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(Problems in an organization other than NWSDB)

# 3. Problems and Recommendation (Problems in an organization other than NWSDB)

## 3.1 Reinforcement of Appeal Board

### Problem: PAB needs more practical knowledge of procurement

Appeals or complaints from bidders in procurement undertaken by the SCAPC are handled by the Procurement Appeal Board (PAB). The Sri Lankan Procurement Manual suggests four weeks as a period within which appeals must be solved. However such period is merely a guideline and not a legal restriction. In fact some appeals against bidding results of NWSDB procurement financed by Japanese ODA loans have been lodged with PAB so far. Actually it took months for PAB to solve the appeals. In one case, PAB could not reach a decision and left the decision making in the hand of the Cabinet.

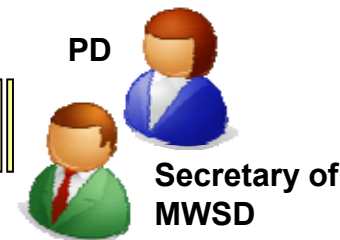
### Recommendation: PAB can be reinforced in terms of procurement knowledge

The PAB currently comprises retired judges who are not necessarily conversant with procurement process. Therefore, to fill the gap of knowledge and expertise, it is important that PAB members should be conversant with particular procurements. It is PD and/or Secretary of MWSD who should be able to brief the PAB members about importance of awarding a contract in time.

**PAB members**  
To fill the gap of knowledge and expertise for procurement are needed



It is important to award a contract in time



Also it is desirable that procurement professionals or those who have sufficient procurement expertise should be involved in the appeal handling process. Those professionals could work either as PAB member or advisor to PAB.

**PAB members**



Co-work as PAB

OR

Advise



**Professionals**

### 3. Problems and Recommendation (Problems in an organization other than NWSDB)

#### 3.2 Time period related to Cabinet approval

##### Problem: Cabinet approval takes long time

Obtaining requirement of Cabinet approval is still a significant delaying factor in procurement process period.

##### Recommendation: Cabinet approval process should be streamlined and simplified

The process of Cabinet approval could be streamlined and simplified from the current one. General proposals such as reducing the number of internal process and setting a strict deadline are likely but such measures should be implemented within Cabinet organization, which is beyond the NWSDB authority.

添付4

社内研修実施に向けての提案書

**Japan International Cooperation Agency  
and  
National Water Supply and Drainage Board, Sri Lanka**

# **IN-HOUSE TRAINING PROPOSAL**

**FEBRUARY 2014**

# Proposal for In-House Training on Procurement Management

## 1. Needs of Procurement Training Course

NWSDB is a primary implementation agency of water supply and sewerage projects in Sri Lanka. Currently NWSDB is implementing various projects under five Japanese ODA loans. More than 100 procurement of goods, services and works are being or have been carried out under these loans. Total procurement amount exceeds JPY 40 billion. NWSDB is expected to implement those projects smoothly. However there are considerable delays reported in some procurement.

Due to such delays, NWSDB is required to improve a capacity of procurement management. The procurement management capacity can be improved twofold, which are (i) improvement of specific knowledge and expertise by those who are directly involved at various phases of procurement and (ii) improvement of general knowledge by those who are indirectly or peripherally involved.

Needs for training to improve the NWSDB procurement capacity were also identified through (i) interviews with management of NWSDB including Project Directors and AGMs related to procurement and training, (ii) interviews with officials of Ministry of Water Supply and Drainage, Ministry of Finance and Planning, and Asian Development Bank, and (iii) review of previous reports.

## 2. Existing In-house Training Courses

NWSDB has a training centre which is supervised by AGM (Manpower Development and Training). The AGM is responsible for planning, development, implementation and management of training courses for NWSDB managers and staff.

Tables 1, 2 and 3 are lists of planned training courses for the year 2013. A total of 79 courses were planned and almost all of them were actually conducted in the same year. The 79 courses are divided into 33 technical courses, 30 non-technical courses and 16 computer courses. The course duration is mostly one day. There are two or three day courses but not many. Some language and computer courses have a longer duration but they are conducted not on the continuous-days basis but on the intermittent-days basis.

All of those training courses are designed to drive up participants' skills in certain fields. There is one course strongly relevant with procurement management, which is "Tender Procedures & Bid Evaluation, Procurement guidelines" (Table 1, No. 2).

This "Tender Procedures & Bid Evaluation, Procurement guidelines" course is actually conducted as two separate courses, (i) Procurement Management and (ii) Tender Evaluation. These courses are designed as one-day program.

The Procurement Management course is intended to provide general and introductory knowledge of procurement to the trainees. The course started in 2013 and two sessions were conducted in the same year. So far about 70 staff attended this course. The course is consisted of the following segments:

- Introduction of public procurement
  - Salient features of procurement guidelines
- Preparation of bidding documents
- Procurement planning and process
  - Planning
  - Process
  - Selection of consultants

**Table 1 In-House Training Course – Technical**

Programme	Target trainee	Duration (day)	Frequency (per year)
1 O&M of Distribution Systems	Engineers & Engineer assistants	1	2
2 Tender Procedures & Bid Evaluation, Procurement guidelines	Engineers /Sewerage Staff/Accountant/ Supply officers	2	1
3 P&D Activities	Engineers	3	1
4 Pump Selection, Installation & Testing	Engineers (Civil)	1	2
5 Preparation of estimates for pipe lines & Structures	Engineer assistants/ Engineers /Quantity Surveyors	3	2
6 Civil Engineering Standard method of Measurement (CESMM)	Engineer assistants/ Engineers/ Quantity surveyors	3	2
7 Waste Water Treatment	Engineers/ Engineer assistants	3	2
8 Awareness of Water Safety Plan	Engineers/ Engineer assistants	1	2
9 Refresher course for Electricians	Engineers/ Engineer assistants	1	1
10 PE pipe laying & service connections	Engineer assistants/ Labourers	1	2
11 Training programme on under pressure water main tapping	Engineer assistants	1	4
12 Water Treatment Processes	Labourers attached to Water Treatment Plant	3	2
13 Strategies of Non Revenue Water reduction(NRW)	Engineers/ Engineer assistants	1	2
14 Maintenance & Repair of gas chlorinators	Engineer assistants/ Pump Operators	3	3
15 Waste Water Management ,Connection/Tariff/Duties & Responsibilities	Engineers/ Engineer assistants	1	2
16 Sewer pipe laying including micro tunneling techniques (Pipe bursting HDD)	Engineer /Sewerage Staff	1	1
17 Detection of Cyanotoxine and Control method of Alga	Chemists	2	1
18 O&M of Generators	Engineers/ Engineer assistants/ Treatment plant technicians	1	3
19 Electric & Pneumatic control Systems	Engineers/ Engineer assistants/ Treatment plant technicians	1	2
20 SCADA & PLC Systems	Engineers	1	2
21 Air blowers ,Compressors, Air dryers	Engineers/ Engineer assistants/ Treatment plant technicians	1	2
22 Water hammer, Surge protection equipments	Engineers/ Engineer assistants/ Treatment plant technicians	1	2
23 Electric Motor, controllers & Protection	Engineers/ Engineer assistants/ Treatment plant technicians	1	2
24 Sewer Cleaning	Labourers/Sew.Staff	1	1
25 Refresher Course for Mechanics	Mechanics	1	1
26 Flow meters & Level meters, LD Equipments and NRW measuring	Engineer assistants	1	1
27 Problem solving in Water Treatment Processes in WTP	Treatment plant technicians	2	2
28 Training Programme on "employee & site safety"	Board employees/Sewerage Staff	1	2
29 Traffic laws & signs for drivers	Drivers (Covering Up)	1	2
30 Design of foundations	Sewerage Staff	3	1
31 Design of water retaining structures	Sewerage Staff	3	1
32 Familiarization Course for executives	Engineers/ Geologists/ Chemists	1	1
33 Familiarization Course for non executives	Engineer assistants/ Draught Personnel/ Quantity surveyors	1	1



**Table 2 In-House Training Course – Non-Technical**

Programme	Target trainee	Duration (day)	Frequency (per year)
Management Development Phase I (Overview of Management and exceptional Leadership)	Executives	1	1
Management Development Phase II (Motivation and Team Building)	Executives	2	3
Management Development Phase III (Time Management, Stress Management, Change Management,	Executives	2	3
Performance Appraisal and Training Needs Assessment	Executives	1	1
Personal Grooming, Business & Social Etiquette	Executives	1	1
Effective Presentation Skills	Executives	1	1
Time Management for Higher Productivity	Mix	1	4
Interpersonal Communication Skills	Executives	1	2
Productivity Improvement	Mix	1	4
Supervisory Management	Engineer assistants	1	3
Awareness Programme on Administrative Procedures	Drivers	1	2
Clerical Skills Development Phase II	General Clerks	2	1
Leadership and Communication	Labourer Supervisor	1	2
Supply Chain Management	Supply Officers	1	1
Supply & Material Management	Supply assistants/ Store keepers / Supply clerks	2	2
Supply & Material Management	Engineer assistants	1	2
Awareness Programme for Newly Recruited Accounts Clerks	Accounts Clerks	2	1
Financial Procedures	Non Financial Executives	1	2
Financial Procedures	Accountants	1	2
Refresher Course for Accounts Clerks	Account Clerks	2	2
Refresher Programme for Cashiers	Cashiers	1	2
Importancy of Costing in Financial Management	Accountants	1	2
Training Programme on Commercial Procedures	Commercial revenue assistants/ Commercial revenue clerks/ Account clerks	2	1
Training Programme on Commercial Procedures	Commercial Officers	1	2
Commercial Procedures	Engineers	1	2
Meter Reading Activities & Meter Readers Responsibilities	Meter Readers	1	3
Internal Auditing	Internal Auditors/ Audit Asst./ Audit Clerks	1	1
Tamil Language	Mix	36.5	1
English language	Mix	15.5	1
Orientation Programme	Mix		

**Table 3 In-House Training Course – Computer**

	Programme	Target trainee	Duration (day)	Frequency (per year)
1	Introduction to Opensource Software	Mixed	1	4
2	Introduction to Excel for NRW Staff	Mixed	2	1
3	AutoCAD New Features for DOAA/Draughtsmen	Draught personnel	1	2
4	Training Course on Geographical Information System (RSC-S)	Engineers & Engineer assistants	3	1
5	Training Programme on ArcGIS	Engineers	2	2
6	Training Programme on SAP	Engineers	2	1
7	Training Course on Water CAD for P&D Staff	Engineers	2	2
8	Use of Sinhala UNICODE with Sinhala Kit Provided by ICTA for Sinhala Computing Needs	Mixed	1	3
9	Training Programme on Troubleshooting & Computer Maintenance	Mixed	2	1
10	Refresher Course on Microsoft Word	Mixed	1	3
11	Refresher Course on Microsoft Excel	Mixed	1	3
12	Training Programme on Internet & E-Mail Management	Mixed	2	4
13	Computer Application - Microsoft Excel	Mixed	6.5	4
14	Computer Application - Microsoft Word	Mixed	5.5	4
15	Intoduction to Computers & Windows Operating System	Mixed	3	4
16	Introduction to Computer & Office Application	Labour Supervisor		

The Tender Evaluation course started in 2011 and had been conducted three times a year. As the name suggests, the course focuses on specific steps in bidding stage of the procurement. By the end of 2013, about 300 NWSDB staff attended the Tender Evaluation course. They were mainly engineers and accountants. The course has the following segments:

- Bid opening
- Preliminary bid examination, detail bid evaluation
- Post qualification verification
- Writing of evaluation report

No courses deal particularly with internal control or compliance issue, according to AGM (Manpower Development and Training). However there are courses whose titles suggest some relevance with improvement of procurement. For example, “Time Management for Higher Productivity” course sounds helpful in improving the procurement productivity as well. In fact, this course deals with the following topics

- What is Time?
- Common time wasting situations
- Reasons for wasting time (poor managing, poor administration, poor decision making)
- Time management basics
- Priority line-up
- 5s concept
- Prevent wasting time
- Don’t postpone your work
- For what or whom do you spend time?

Those topics are applicable to wide areas of NWSDB operation, including the procurement process. Therefore such training courses which seem to have indirect relations worth continuing as they are.

### 3. Proposed Training Course

#### Course Title

The following four training courses are proposed.

- “Procurement Management” course
- “Tender Evaluation - advanced level” course
- “Bidding Documents Preparation” course
- “Compliance, Internal Control and Information Security Management” course

This proposal is derived by taking account of the existing two procurement-related courses and needs identified in hearings from those who are involved in procurement.

The existing “Procurement Management” course started in 2013 and has been conducted twice so far, covering about 70 staff. The 2014 training program is under planning in January 2014. According to the plan, another two to three sessions of “Procurement Management” course are likely to be conducted in 2014, covering another 70 to 100 trainees. Therefore the course will be covering a total of 140 to 170 staff in 2013 and 2014 under scheduled batches. This number is considered still insufficient by the reasons later explained. Thus the same course should be continued.

The existing “Tender Evaluation” course started in 2011 and had been conducted about three times a year. As the name suggests, the course focuses on evaluation of bidding documents in procurement of goods, works and non-consultancy services. By the end of 2013, about 300 NWSDB staff attended this course. According to the AGM (Manpower Development and Training), the “Tender Evaluation” course will not be conducted any more as it is thought that those who are directly involved in procurement were already covered. The “Tender Evaluation” course dealt with primary steps of procurement process of goods, works and non-consultancy services. However due to the time limitation as a one-day course, the contents of the course could not be in-depth. It is often pointed out by those who are involved in procurement that the capacity of TEC who plays a main role in evaluating bidding documents and preparing an evaluation report is not always at a high level, resulting in a delay. Therefore an advanced course to lift the tender evaluation capacity should be needed.

The “Bidding Documents Preparation” course is proposed as we identified a case where preparation of inaccurate bidding documents led to a clarification which in turn caused a delay. Through various hearings many of those involved in procurement expressed that such delay caused by inaccurate bidding documents is a problem and to prevent the problem a training course is needed.

NWSDB has not been conducting any specialized training course on compliance and internal control that covers overall NWSDB business, and targets general staff as well as management. Compliance and internal control issues have been taught as a part of various non-technical courses such as induction programme, awareness programme, refresher programme, leadership programme and management development programme for executives. Although those courses touch the compliance and internal control issues, particular application in procurement are not dealt with. Therefore in order to improve such awareness and knowledge, a compliance and internal control during procurement stage is proposed.

## Trainees

The number of target trainees is considered different among the four proposed courses. They are estimated as follows:

- 360 for “Procurement Management” course
- 80 for “Tender Evaluation – advanced level” course
- 80 for “Bidding Documents Preparation” course
- 360 for “Compliance, Internal Control and Information Security Management” course

The “Procurement Management” course is rather introductory when compared with the “Consultant Employment” course. The number of staff in need of such an introductory procurement training course is estimated as about 500, deducing from the number of staff ranks. About 9,000 NWSDB staff can be classified by 15 ranks from the highest management rank 1 to the lowest worker rank 15. The AGM (Manpower Development and Training) thinks that the basic procurement management training should be given to the ranks 1 to 4 (300 in round numbers) or the ranks 1 to 5 (700 in round numbers). Taking the average of 300 and 700 results in 500. As the existing “Procurement Management” course is supposed to cover 140 to 170 staff by the end of 2014, by subtracting this number from the 500, we may say that 360 staff will be still in need of attending this course.

The “Tender Evaluation – advanced level” course is more in-depth than “the Tender Evaluation” course. The attendants of this course should be more selective than those who have already attended the “Tender Evaluation” course. Gathering opinions of AGMs and the Sri Lankan procurement consultant, the number of target trainees is set as 80. Currently the number of potential TEC members recognized by AGM (T&C) is about 70. The trainee size 80 means the full coverage of these 80 potential TEC members plus some reserve staff. These 80 trainees are considered as core trainees who will be inculcated with in-depth procurement knowledge. The attendants of “Bidding Documents Preparation” can be considered same as participants of “Tender Evaluation – advanced level” course.

Those 360 trainees for the “Procurement Management” course will be selected from sections relevant to procurement. The Training Centre can send a request to nominate trainee candidates to such sections. In fact the Training Centre already identified such sections (Table 4)

Table 4 Possible Sections Related to Procurement

No.	Name of section
1	AGM( P&D Sewerage Section) NWSDB H/O
2	AGM( P&D), Ratmalana
3	AGM(F&C ) H/O
4	AGM(NC) ,Anuradhapura
5	Area Engineer's Office, Ja-Ela
6	Central Workshop , Ratmalana
7	Commercial Division, Ratmalana
8	Corporate Planning Division H/O
9	Deputy General Manager(North) ,Vavuniya
10	Development Office H/O
11	DGM (West- Prov) Office, Mulleriyawa town
12	DGM Office (West-Prov)
13	DGM(W/N)
14	Investigation Section, Ratmalana
15	IT Division, Telawala Rd, Ratmalana
16	Manager (O&M) Office, Kalutara South
17	Manager (TNC) Office, Kelaniya
18	Manager Office , Nupe, Matara
19	Manager Office ,Hambantotoa
20	Manager Office, Akkaraipattu
21	Manager Office, Dehiwala
22	Manager Office, Galle
23	Managers Office ,Panadura
24	Managers Office, Maharagama
25	Managers Office, Wellawatta
26	Mapping Section, Ratmalana
27	NWSDB ,Kegalle
28	NWSDB- RSC( UVA) Bandarawela
29	Office of the AGM, Ampara
30	P&D section H/O
31	R&D section
32	Regional Manager ,Vavuniya
33	Regional Office
34	Regional Office, Gampaha
35	Regional Office, New town, Ratnapura
36	Regional Support Centre
37	Regional Support Centre (East) Trincomalee
38	Regional Support Centre (Sabaragamuwa)
39	Regional Support Centre (WC) ,Rajagiriya
40	Regional Support Centre (Western - Cenral)
41	Regional Support Centre Matara (Southern)
42	Regional Support Centre(NWP), Kurunegala
43	Regional Support Centre, Mt. Lavinia
44	RM's Office, Kandy Road, Jaffna
45	RSC Office East
46	RSC Office, Matara
47	RSC(East), Trincomalee
48	Supplies Section, H/O
49	T&C section H/O

when the existing two procurement training courses were planned and asked them to nominate eligible staff. Therefore the same sections can be again sounded. Other sections may be additionally sounded, if AGM (T&C) and AGM (JPU) think that they are relevant to procurement.

Those 80 trainees for “Tender Evaluation – advanced level” and “Bidding Documents Preparation” courses will be consisted of the following staff.

- Officers (senior management/ engineers/ financial and administrative managers) who are kept in a database of AGM (T&C) as potential TEC members
- Staff who are not kept on the TEC member database but are involved directly in procurement process
- Staff who already attended “Tender Evaluation” course

The Training Centre can send a request to nominate trainee candidates to the same sections that are sounded for the “Procurement Management” course. Other sections may be additionally sounded, if AGM (T&C) and AGM (JPU) think that they are relevant to procurement.

Those 360 trainees for the “Compliance, Internal Control and Information Security Management” course will be the same trainees as those who will attend the “Procurement Management” course. This is because the both courses are an introductory course for the officials concerned in the procurement, therefore target trainees are considered the same. The same trainees will be requested to attend those two courses in a same month for convenience of scheduling.

#### Trainer/ Lecturer

Possible trainers may include but not limited to:

- Sri Lankan procurement consultant
- Managers and project directors of NWSDB
- Procurement Officers at JICA Sri Lanka Office

The existing two procurement courses have been lectured by a senior official of Ministry of Finance and Planning who has many years of experience in public sector procurement. He retired from the Ministry in December 2013 and currently works a free-lance procurement consultant. He is highly reputable among NWSDB managers including AGM (Manpower Development and Training) and AGM (T&C). He will be continually hired for the 2014 programme of “Procurement Management” course. He is also available as a trainer of additional In-House training courses on procurement.

NWSDB has no In-house trainer who is specialized in procurement. However some managers and project directors have good experiences in procurement under foreign loan projects and are capable as trainer. Such managers include AGM (T&C), AGM (Planning & Designs) and Project Directors of certain projects. Although they are usually busy in their regular tasks, there are possibilities for them to assume the trainer role if the scheduling is well organized.

JICA Sri Lanka Office retains national staff who have been overseeing NWSDB’s procurement activities under Japanese ODA loans for years. They are available to contribute to In-House training of NWSDB.

## Schedule

For “Procurement Management” course, a one-day introductory programme to obtain basic procurement knowledge is proposed. This is the same course to the existing “Procurement Management” course.

Assuming that:

- Total number of trainees is 360,
- Number of trainees per course 30
- Training course can be held once a month,

The estimated duration to complete a series of this training course will be twelve months. If the first course can start in Jan 2015, the last course will end in December 2015. Such tentative schedule is shown in Figure 1.

For “Tender Evaluation – advanced level” course, a two-day programme to deepen the procurement knowledge is proposed. A longer-period programme is not recommended due to difficulty in trainee mobilization. Organizing over-three-day programme is considered inconvenient as the participants often find it difficult to leave their duty stations for several continuous days.

Assuming that:

- Total number of trainees is 80
- Number of trainees per course 20
- Training course can be held quarterly,

The estimated duration to complete a series of this training course will be twelve months. Such tentative schedule is shown in Figure 1.

**Figure 1 Tentative Schedule of In-House Training Programme**

Year	2015											
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Management	30	30	30	30	30	30	30	30	30	30	30	30
Tender Evaluation – advanced level	20			20			20			20		
Bidding Documents Preparation		20			20			20			20	
Compliance, Internal control and Information security management	30	30	30	30	30	30	30	30	30	30	30	30

Note: numbers indicate the number of trainees at each training session.

For “Bidding Documents Preparation” course, a two-day programme to obtain in-depth knowledge of preparing bidding documents is proposed. By the same reason as “Tender Evaluation – Advanced level”, a longer-period programme is not recommended.

Assuming that:

- Total number of trainees is 80,

- Number of trainees per course 20
- Training course can be held quarterly,

The estimated duration to complete a series of this training course will be twelve months. Such tentative schedule is shown in Figure 1.

For “Compliance, Internal Control and Information Security Management” course, a one-day programme is proposed in order to get more familiar with compliance and internal control during various phases of procurement.

Assuming that:

- Total number of trainees is 80,
- Number of trainees per course 20
- Training course can be held quarterly,

The estimated duration to complete a series of this training course will be twelve months. Such tentative schedule is shown in Figure 1.

### Training Course Syllabus (idea)

#### 1) “Procurement Management” course

##### **Contents (one-day course)**

##### **Session 1- Introduction of Public Procurement**

Covers an introduction of public procurement, public procurement process and activities, principles of procurement including little elaboration of Value for Money and their relationship with the level of Good Governance of the country, corporate objectives of government agencies, economic growth and development. ( 1 Hour)

##### **Session 2- Strategic Procurement Planning**

Covers strategic concern of procurement planning, how to prepare agency procurement plan in line with the action plan, packaging and slicing of contracts, identification of procurement preparedness activities and Preparedness Plan, preparation of detailed procurement plan and monitoring of procurement activities.(1 1/2 Hours)

**Session3- Salient Features of GOSL Procurement Guidelines works and Goods 2006** Discuss the features of the GOSL Procurement Guidelines and the Manual 2006 along the latest supplements, different procurement methods, different bidding procedures such as single stage and two stage, single envelop and two envelop, different procurement authorities and financial thresholds and flexibilities in the guidelines, roles and responsibilities of TEC/PC members, ethics and appeal process. (1 1/2 Hours)

##### **Session 4- Salient Features of GOSL Consultants Guidelines 2007**

Discuss the important features of the GOSL Guidelines on the Employment and Recruitment of Consultants 2007 (unprinted) such as recruitment process i.e. Publication of EOI, preparation of TOR, short listing, different selection methods. Etc. (1 1/2 Hours)

##### **Session 5- Comparisons of Japanese ODA Guidelines with GOSL**

Discuss very briefly the critical departures of the Japanese ODA procurement guidelines on works, goods and selection Consultants compared with GOSL procurement and consultancy guidelines. (1/2 Hour)

##### **Session 6- FAQs-**

This session allows participants to clear their doubts about the application of provisions of procurement guidelines. (1/2 Hour)

## **Methodology**

- Presentations
- Q & A

## **2) “Tender Evaluation – advanced level” course**

### **Contents (two-day course)**

#### **Day 1**

#### **Session 1 – Bid opening and Evaluation (refresh the previous course)**

Covers bid opening procedure, disclosure of mandatory information, preparation of bid opening minute, different evaluation methods, preliminary bid examination process and rejection of non-responsive bids, steps of detailed bid evaluation, re-ranking of bidders, check imbalance bids, post qualification verification, final recommendations. **(2 1/2 Hours)**

#### **Session 2- Bid Evaluation under lifecycle costing methods**

Covers the methodology of life cycle costing applicable for high value goods contracts with practical cases. **(1 1/2Hours)**

#### **Session 3- Bid Evaluation principle, criteria, and issues in Bid Evaluation**

Covers all bid evaluation principles and criteria with practical cases and solutions. **(2 Hours)**

#### **Day 2**

#### **Session 4- Evaluation of Technical and Financial Proposals**

Covers preparation of long list and short listing, issuance of LOI and RFP, opening and evaluation of technical proposals under different selection methods (QCBS, QBS, etc), selection of Individual consultants, evaluation of financial proposals under different selection methods, usage of different contacts for small and complex consultancy services, negotiations and final recommendations. **(3 Hours)**

#### **Session 5- Writing of Evaluation Reports**

Discuss the formats and essential features of quality evaluation reports for high value procurements relating to Works, goods and consultancy service contracts. **(1 Hour)**

#### **Session 6- Advanced case studies**

Discuss advanced case studies on works, goods and consultancy contracts. **(2 Hours)**

## **Methodology**

- Presentations
- Group exercises
- Case studies
- Q & A

## **3) “Bidding Documents Preparation” course**

### **Contents (two-day course)**

#### **Day 1**

#### **Session 1- Introduction and Standard Bidding Documents of GOSL, JICA and other donors**

Covers critical aspects of SBDs, SRFPs and available standard documents under GOSL (NPA and ICTAD), JICA, ADB and WB. **(2 Hours)**

#### **Session 2- Preparation of bidding documents for works, goods and non –consultancy services**



Covers preparation of IFB, specifications, Bid data, contract data/special conditions of contracts, Bidding forms and Contract Forms being used for ICB, NCB and NS based on the relevant ITB and GCC/CC and discuss different types of contract agreements used for works and goods **(2 Hours)**

### **Session 3- Case study**

Based on the theoretical knowledge, participants will develop IFB, BDS and Contract Data/ SCC for works and goods as a group exercise and role play. **(2 Hours)**

### **Session 4- Pre-Qualification Process and Preparation of Documents**

Covers the pre-qualification process, activities and different methods (pass fail and merit point system), preparation of pre-qualification notice, use of pre-qualification criteria, preparation of pre-qualification questioner, evaluation of pre-qualification applications. **(2 Hours)**

## **Day 2**

### **Session 5– Case study**

Based on the theoretical knowledge, participants will develop pre-qualification documents and a pre-qualification questionnaire as a group exercise and role play. **(2 Hours)**

### **Session 6 – Preparation of RFP documents**

Covers SRFPs available under GOSL and IFIs, preparation of EOI, TOR and cost estimates, short listing and receipt and opening of proposals, evaluation of technical and financial proposals under different selection methods such as QCBS, QBS, etc., selection of individual consultants, preparation of RFP such as CDS, SCC based on ITC and GCC, use of different types of contracts being used for small and large value consultancy contracts. **(2 Hours)**

### **Session 7 – Case study**

Based on the theoretical knowledge, participants will develop EOI, TOR, RFP as a group exercise and role play. **(2 Hours)**

## **Methodology**

- Presentations
- Case studies
- Group Exercises
- Role play

## **4) “Compliance, Internal Control and Information Security Management” course**

### **Contents (one-day course)**

#### **Session 1- Introduction- ethics, internal control and information security of public procurement- perspectives of GOSL, JICA and other donors**

Topics to be dealt with include (i) confidentiality, corruption, conflict of interest, gift, etc., (ii) information security and (iii) implications of non-compliance to ethics, internal control and information security of an organization. **(1 1/2 Hours)**

#### **Session 2- Roles, responsibilities and code of conduct of public officers, suppliers and contractors**

In this segment, presentation and discussion will be made regarding roles, responsibilities and code of conduct of those involved at each procurement phase such as (i) bid opening, (ii) pre-tendering (preparedness) phase, (iii) tendering (contract) phase and (iv) post-award (post-contract) phase. **(2 Hours)**

#### **Session 3- Discussion on effective compliance system, internal control and information security management at NWSDB**

This segment covers the following topics in **(2 1/2 Hours)**.

- **Potential risks** - e.g. conflict of interest, risks under different stages

- **Implementation of policies and regulations** - e.g. Explanation of the Code of Conduct on a regular basis, utilization of an existing section such as Internal Audit Section or creation of a new section such as Compliance Section, and appointment of a “Compliance Officer” who functions as compliance interpreter.
- **Responsibilities (policy and regulations, actions) and time plan** - e.g. roles of key information security managers such as GM, DGMs and AGMs
- **Surveillance techniques** - e.g. password for important documents, sending passwords of critical documents in a separate e-mail, no sharing of important passwords, locking of PCs and reversing of documents when leaving one’s seat, etc.
- **Monitoring and corrective actions** - This topic deals with (i) monitoring of information security by recording and archiving information security events to detect unauthorized information processing activities and to verify the effectiveness of security controls, (ii) reporting of information security incidents and weaknesses in a timely and effective manner, (iii) informing all procurement staff of the procedures to report security incidents, and (iv) corrective procedures related to information security incidents.

### **Methodology**

- Presentations
- Case studies
- Group Exercises/ Role play
- Group Presentation

### Textbook

PowerPoint printouts and original handout materials will be prepared by trainers as textbooks. Currently both “Procurement Management” course and “Tender Evaluation” course employ the same practice and the quality of those textbooks is considered satisfactory.

Existing guidelines and manuals which explain procurement process can be also utilized as textbooks. Such guidelines and manuals usable as textbook include “NWSDB Procurement Handbook under Japanese ODA Loan” (downloadable from the NWSDB intranet) and “JICA Handbook of Guidelines for Consultant Employment and Procurement under Japanese ODA Loans” (downloadable from the JICA website). The trainers may excerpt from those guidelines and manuals, relevant parts for the trainings and use them as textbooks.

“Problems and Recommendations” that was prepared together with this training proposal is also downloadable from the NWSDB intranet. This document contains problems identified in the NWSDB procurement process under Japanese ODA loans. Recommendations to improve the problems are also presented. When textbooks used in the procurement-related training courses are prepared, this document can be referred to.

### Venue

NWSDB Training Centre and conference rooms at key regional NWSDB offices will be used.

## Estimated cost

### **“Procurement Management” course**

Assuming that:

- Total number of participants is 360,
- Number of participants per course 30
- Number of days per course is 1, and
- Daily remuneration of a Sri Lankan consultant is Rs. 35,000,

The estimated cost of implementing the training course will be Rs. 420,000.

### **“Tender Evaluation – advanced level” course**

Assuming that:

- Total number of participants is 80,
- Number of participants per course 20
- Number of days per course is 2, and
- Daily remuneration of a Sri Lankan consultant is Rs. 35,000,

The estimated cost of implementing the training course will be Rs. 280,000.

### **“Bidding Documents Preparation” course**

Assuming that:

- Total number of participants is 80,
- Number of participants per course 20
- Number of days per course is 2, and
- Daily remuneration of a Sri Lankan consultant is Rs. 35,000,

The estimated cost of implementing the training course will be Rs. 280,000.

### **Compliance, Internal Control and Information Security Management” course**

Assuming that:

- Total number of participants is 360,
- Number of participants per course 30
- Number of days per course is 1, and
- Daily remuneration of a Sri Lankan consultant is Rs. 35,000,

The estimated cost of implementing the training course will be Rs. 420,000.

The grand total cost of the four courses will be Rs. 1,400,000.

These costs do not include expenses related to training materials, food of participants, accommodation for participants from remote places and gratitude to outside lecturers other than consultant. Travel expenses from duty station to the training venue and back will be borne by the participants.

添付5

業務説明会の出席者名簿

**FINAL PRESENTATION OF CAPACITY DEVELOPMENT OF NWSDB ON PROCUREMENT  
PRESENTATION AT 1.00 PM ON 13<sup>TH</sup> FEBRUARY 2014**

Attendance Sheet

No.	Name	Designation	Organization	Signature
1	Eng. Karunasena Hettiarachchi	Chairman	NWSDB	
2	Mr. K.D. Gamini Gunaratne	Vice Chairman	NWSDB	
3	Eng. B.W.R. Balasooriya	General Manager	NWSDB	
4	Eng. G.A. Kumararathna	Addl. G.M. (Sewerage)	NWSDB	
5	Eng. (Mrs.) P.N.S. Yapa	Addl. G.M. (NC)	NWSDB	
6	Eng. D.S.D. Jayasiriwardena	Addl. G.M. (SE)	NWSDB	
7	<del>K.R.</del> Eng. Devasurendra	Addl. GM (WSP)	NWSDB	<i>Devasurendra</i>
8	Eng. N.M.S. Kalinga	Addl. G.M. (W)	NWSDB	
9	Eng. R.S.C. George	Addl. G.M. (P&P) /DGM (CP)	NWSDB	<i>George</i>
10	Mr. D. Thotawatte	Addl. G.M. (F & C)	NWSDB	<i>Thotawatte</i>
11	Eng. (Mrs.) K.T.P. Fernando	DGM (PC)	NWSDB	<i>Fernando</i>
12	Eng. R.H. Ruvinis	DGM (P&D)	NWSDB	
13	Eng. T.S. Wijethunga	DGM (ADB)	NWSDB	
14	Eng. J. Chandradasa	DGM (IT)	NWSDB	
15	Eng. U.C. Pathirana	AGM (Documentation)	NWSDB	<i>Pathirana</i>
16	Eng. K.D.P.F. Siriwardane	AGM (SP)	NWSDB	<i>Siriwardane</i>
17	Eng. M.M. Umar Lebbe	AGM (JPU)	NWSDB	<i>Umar Lebbe</i>
18	Eng. R.A.A. Ranawaka	AGM (T&C)	NWSDB	
19	Eng. Jaliya Seekkuge	AGM (MD & TD)	NWSDB	
20	Eng. T.D. Amarasinghe	Director (Procurement)	MWSD	<i>T.D. Amarasinghe</i>
21	Eng. (Mrs.) C.J.D. Perera	PD (KGWSP)	NWSDB	<i>Perera</i>
22	Eng. B.S. Wijemanna	PD (GCWRP)	NWSDB	<i>Wijemanna</i>
23	Eng. U. Ratnapala	PD (EPWSDP)	NWSDB	
24	Eng. P. Ramawickrama	PD (TNC)	NWSDB	
25	Eng. P.H. Sarath Gamini	PD (GKWSP)	NWSDB	
26	Eng. (Mrs.) W. Ilangasinghe	PD (KCWMP)	NWSDB	
27	Yasushi Taira	representative	JICA	<i>Y.T.</i>
28	H.G. Hemachandra	Project specialist	JICA	<i>H.G.</i>
29	Changga Humanshu	Project Assistant	JICA Study Team	<i>Changga</i>
30	Fabashi Maki	Project member	JICA Study Team	<i>Fabashi Maki</i>
31	MITSUHIRO DOYA	CONSULTANT	JICA STUDY TEAM	<i>M. Doya</i>
32	K. L. S. S. S. S.	CEO	WSP	<i>K.L.S.S.S.</i>
33	R. D. V. K. Silva	ENG (JPU)		
34				