

PROGRAM PROCUREMENT MANAGEMENT PLAN



Program Title:

Ghazi School Digital Learning Improvement Program (GSDLIP)



2026

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1. Purpose:

The purpose of this Program Procurement Management Plan is to establish the framework, processes, and governance mechanisms for planning, managing, monitoring, and controlling procurement activities within the Ghazi School Digital Learning Improvement Program (GSDLIP). This plan defines how goods, services, and external expertise will be acquired to support the successful implementation of program initiatives.

Procurement management plays a critical role in ensuring that the program obtains the necessary technology, infrastructure, services, and professional expertise required to implement its various components effectively. Because the program includes multiple coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring systems—the program may rely on external vendors, suppliers, and service providers to provide specialized resources that cannot be delivered internally.

Without structured procurement management practices, the program may face challenges such as delays in acquiring essential resources, vendor performance issues, cost inefficiencies, or lack of transparency in procurement decisions.

Therefore, this plan provides a structured approach for managing procurement activities in a way that ensures efficiency, accountability, and alignment with program objectives.

The Program Procurement Management Plan provides guidance on how procurement requirements will be identified, how vendors will be selected, how contracts will be managed, and how procurement performance will be monitored throughout the program lifecycle. The plan also ensures that procurement activities follow established governance procedures and remain consistent with organizational procurement policies and financial management practices.

Specifically, this plan ensures that:

- Procurement activities are conducted in accordance with established procedures, ensuring fairness, transparency, and compliance with procurement policies.
- Required goods and services are acquired efficiently and cost-effectively, supporting timely program implementation while maintaining responsible use of financial resources.

- Vendor performance is monitored and managed effectively, ensuring that suppliers meet contractual obligations and deliver high-quality goods and services.
- Procurement risks are identified and addressed proactively, reducing the likelihood of supply delays, cost overruns, or vendor performance issues.
- Program leadership maintains visibility over procurement decisions, allowing governance bodies to oversee procurement activities and ensure alignment with program objectives.

Procurement management activities will be integrated into the program's financial management, risk management, and governance frameworks to ensure that procurement decisions support overall program performance and benefits realization.

Through structured procurement management practices, the Ghazi School Digital Learning Improvement Program will ensure that necessary resources are acquired in a timely, transparent, and responsible manner, enabling the program to successfully implement its initiatives and achieve its intended educational and institutional outcomes.

2. Program Procurement Management Overview:

Procurement management within the Ghazi School Digital Learning Improvement Program (GSDLIP) involves the structured processes required to identify, acquire, and manage goods, services, and technical support from external suppliers or vendors. These procurement activities support the implementation of program components and ensure that the program has access to the resources necessary to successfully deliver its intended outcomes.

Because the program includes several coordinated technical and educational initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher training programs, and monitoring and evaluation systems—many of the resources required for implementation may need to be obtained from specialized external vendors. Procurement management therefore plays a crucial role in ensuring that the program secures the required technology, services, and expertise in a timely and cost-effective manner.

Effective procurement management ensures that external resources are aligned with the program’s strategic objectives, implementation schedule, and financial constraints. Procurement activities must therefore be coordinated across program components to ensure that purchasing decisions support program priorities and do not create delays or operational inefficiencies.

The procurement management framework for the program integrates procurement planning, vendor selection, contract administration, and procurement performance monitoring into the overall program governance structure. This integrated approach ensures that procurement decisions are transparent, accountable, and aligned with the program’s implementation strategy.

The procurement management framework includes several key activities that guide how procurement will be conducted throughout the program lifecycle.

Procurement Planning and Requirement Identification

Procurement planning involves identifying the goods and services required for program implementation and determining how these needs will be fulfilled. This includes defining procurement requirements, technical specifications, procurement schedules, and estimated procurement costs.

Effective procurement planning ensures that necessary resources are available when needed and that procurement activities are aligned with program implementation timelines.

Vendor Selection and Contract Management

Vendor selection involves identifying qualified suppliers capable of providing the required goods or services. The program will follow structured vendor selection procedures to ensure fairness, transparency, and value for money.

Once vendors are selected, contract management processes will ensure that vendors meet contractual obligations and deliver goods and services according to agreed terms and quality standards.

Procurement Monitoring and Performance Evaluation

Procurement monitoring ensures that procurement activities are progressing according to plan and that vendors are performing as expected. Monitoring activities may include reviewing delivery timelines, evaluating vendor performance, and verifying that procured goods or services meet quality requirements.

Regular performance evaluation helps ensure that procurement activities contribute effectively to program implementation.

Procurement Documentation and Governance Oversight

All procurement activities will be documented to ensure transparency and compliance with governance requirements. Procurement documentation may include procurement plans, vendor proposals, contract agreements, procurement reports, and vendor performance records.

Maintaining clear procurement documentation ensures that procurement decisions can be reviewed by program leadership and governance bodies when necessary.

Coordination of Procurement Activities

The Program Manager, supported by the Program Management Office (PMO) and component project managers, will oversee procurement coordination across the program. The Program Manager will ensure that procurement decisions align with program objectives, financial constraints, and implementation timelines.

Component project managers will assist in identifying procurement requirements for their respective program components and monitoring vendor performance during implementation.

Supporting Effective Program Implementation

Through structured procurement management practices, the Ghazi School Digital Learning Improvement Program ensures that required goods and services are acquired efficiently and responsibly. Effective procurement coordination helps prevent delays, ensures proper vendor management, and supports the successful delivery of program initiatives.

This structured approach to procurement management strengthens program governance and ensures that procurement activities contribute directly to achieving the program’s educational and institutional objectives.

3. Procurement Management Objectives:

The procurement management process for the Ghazi School Digital Learning Improvement Program (GSDLIP) is designed to ensure that all goods, services, and external resources required for program implementation are acquired in a structured, transparent, and efficient manner. Establishing clear procurement objectives helps guide procurement activities throughout the program lifecycle and ensures that procurement decisions support the program’s strategic goals and operational requirements.

Because the program includes several coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—procurement activities must be carefully planned and managed to ensure that required resources are available at the right time and at the appropriate cost.

The procurement management process supports several key objectives that ensure procurement activities contribute effectively to program implementation.

Ensure That Required Goods and Services Are Procured in a Timely and Efficient Manner

One of the primary objectives of procurement management is to ensure that all required goods and services are acquired according to program schedules and implementation requirements. Timely procurement helps prevent delays in program activities and ensures that necessary resources—such as digital equipment, software systems, and technical services—are available when needed.

Efficient procurement processes also help reduce administrative delays and improve coordination between program teams and vendors.

Maintain Transparency and Accountability in Procurement Decisions

Procurement activities must be conducted in a manner that promotes transparency, fairness, and accountability. Structured procurement procedures help ensure that vendor selection processes are fair and that procurement decisions are based on clearly defined criteria.

Maintaining transparency also strengthens stakeholder confidence and ensures that procurement activities comply with program governance requirements.

Ensure Compliance with Organizational Procurement Policies and Procedures

All procurement activities within the program must comply with the organizational procurement policies, financial regulations, and governance procedures. Compliance ensures that procurement activities are conducted ethically and that financial resources are used responsibly. Adhering to established policies also helps ensure that procurement processes meet regulatory and organizational standards.

Select Qualified Vendors Capable of Delivering High-Quality Goods and Services

Another key objective of procurement management is to ensure that vendors selected for program activities possess the technical capability, experience, and reliability required to deliver high-quality goods and services. Selecting qualified vendors helps ensure that program deliverables meet technical standards and quality expectations.

Careful vendor selection also reduces the likelihood of contract disputes, delays, or performance issues during program implementation.

Monitor Vendor Performance and Contract Compliance

Procurement management also includes monitoring vendor performance to ensure that vendors fulfill their contractual obligations. Vendor monitoring helps confirm that goods and services are delivered according to agreed timelines, specifications, and quality standards.

Contract monitoring activities help ensure that procurement agreements remain aligned with program requirements and that vendors maintain acceptable performance levels.

Manage Procurement Risks That May Affect Program Implementation

Procurement activities may involve risks that could affect program schedules, budgets, or deliverables. These risks may include vendor delays, supply chain disruptions, cost fluctuations, or contract performance issues.

Procurement management processes will therefore include mechanisms for identifying and managing procurement-related risks to ensure that these risks do not negatively impact program implementation.

Supporting Successful Program Outcomes

Achieving these procurement management objectives ensures that procurement activities are conducted efficiently, transparently, and in alignment with program governance requirements. Effective procurement management enables the program to obtain the resources needed to implement its initiatives successfully.

Through structured procurement practices, the Ghazi School Digital Learning Improvement Program ensures that procurement decisions support the successful delivery of program activities and contribute to achieving the program’s intended educational and institutional outcomes.

4. Procurement Scope:

The procurement scope for the Ghazi School Digital Learning Improvement Program (GSDLIP) defines the types of goods, services, and external resources that must be acquired to support the successful implementation of program activities. Procurement activities ensure that the program obtains the technology, expertise, and services required to deliver its initiatives efficiently and effectively. Because the program includes several coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—some resources required for program implementation may not be available internally. In such cases, procurement processes will be used to acquire these resources from qualified vendors, suppliers, or service providers.

The procurement scope includes goods and services that directly support the program’s operational, technological, and educational requirements. Each procurement activity will be aligned with the needs of specific program components and will follow established procurement planning and governance procedures.

Typical procurement categories within the program may include the following.

Procurement Category	Purpose
Digital Infrastructure Equipment	Procurement of computers, servers, networking devices, projectors, and other digital classroom tools required to establish the digital learning infrastructure within the school. These resources support classroom technology integration and enable the use of digital learning systems.
Learning Management System (LMS)	Acquisition or licensing of learning management system software platforms and technical services required for system configuration, deployment, and integration with school learning processes. This may include software licensing, system customization, and implementation support.
Digital Content Development	Procurement of services related to the design and development of digital learning materials, including multimedia educational resources, interactive content, and digital curriculum materials aligned with instructional objectives.

Procurement Category	Purpose
Training Services	Engagement of external trainers, digital education specialists, or technical experts to support teacher training and ICT capacity-building initiatives. These services may include instructional workshops, technical training sessions, and professional development programs for teachers and administrators.
Technical Support Services	Procurement of IT maintenance services, system configuration support, software updates, and technical troubleshooting assistance to ensure that digital systems operate effectively during and after program implementation.
Monitoring Tools	Acquisition of data analytics platforms, performance monitoring tools, or educational assessment software used to track program performance, system usage, and learning outcomes.

Alignment with Program Components

Each procurement activity will be aligned with the requirements of specific program components and projects. Component project managers will identify procurement needs related to their respective initiatives and coordinate with the Program Manager and Program Management Office (PMO) to ensure that procurement activities are integrated into the overall program implementation schedule.

This alignment ensures that procurement decisions support program priorities and that required resources are available when needed for program activities.

Supporting Effective Program Implementation

Clearly defining the procurement scope helps ensure that procurement activities remain focused on acquiring resources that directly support program implementation. By identifying procurement categories and their intended purposes, the program can plan procurement activities effectively and ensure that vendor engagements contribute to achieving program objectives.

Through structured procurement scope management, the Ghazi School Digital Learning Improvement Program ensures that necessary goods and services are obtained efficiently, enabling the program to deliver high-quality digital learning initiatives and achieve its intended educational and institutional benefits.

5. Procurement Planning:

Procurement planning involves identifying the goods, services, and external expertise required to support the successful implementation of the Ghazi School Digital Learning Improvement Program (GSDLIP) and determining the most appropriate approach for acquiring those resources. Effective procurement planning ensures that procurement activities are aligned with program objectives, schedules, and financial resources.

Procurement planning is typically conducted during the program planning phase, when the program team identifies resource requirements for each program component. However, procurement planning is not a one-time activity; it will be reviewed and updated throughout the program lifecycle to respond to changes in program requirements, implementation schedules, or operational conditions. Because the program includes multiple coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring systems—procurement planning must ensure that the required resources are available at the appropriate time and that procurement decisions support program implementation priorities.

The Program Manager, supported by the Program Management Office (PMO) and component project managers, will coordinate procurement planning activities across the program.

Procurement planning activities may include several structured steps designed to ensure that procurement activities are well organized and aligned with program requirements.

Identifying Goods and Services Required for Program Implementation

The first step in procurement planning involves identifying the goods, services, and technical resources required to support program activities. Each program component will define its resource needs based on implementation requirements. Examples may include digital equipment for classrooms, software platforms for the learning management system, digital educational content development services, and training services for teachers.

Defining Technical Specifications and Procurement Requirements

Once procurement needs have been identified, the program team will define technical specifications and procurement requirements for each procurement

activity. Technical specifications provide detailed descriptions of the features, performance standards, and functional capabilities required for procured goods or services.

Clear specifications help ensure that vendors understand program requirements and that procured resources meet the expected quality standards.

Determining Whether Procurement Will Be Conducted Internally or Externally

Procurement planning also involves determining whether specific goods or services can be delivered internally by program teams or whether they must be obtained from external vendors or service providers. This decision will consider factors such as technical expertise, resource availability, cost efficiency, and implementation timelines.

When external procurement is required, appropriate vendor selection procedures will be followed.

Developing Procurement Schedules Aligned with Program Timelines

Procurement schedules will be developed to ensure that procurement activities are aligned with program implementation timelines and milestones. Procurement schedules identify when procurement processes should begin, when vendor selection should occur, and when goods or services must be delivered to support program activities.

Aligning procurement schedules with program timelines helps prevent delays and ensures that necessary resources are available when needed.

Estimating Procurement Costs and Budget Allocations

Procurement planning also involves estimating the cost of goods and services required for program implementation. These cost estimates will be incorporated into the program's overall financial management plan and budget allocations. Accurate cost estimation ensures that procurement activities remain financially feasible and that program resources are allocated effectively.

Supporting Effective Resource Acquisition

Effective procurement planning ensures that procurement activities are conducted in a structured and proactive manner. By identifying procurement needs early and aligning procurement activities with program schedules and budgets, the program management team can reduce the risk of resource shortages or implementation delays.

Through structured procurement planning practices, the Ghazi School Digital Learning Improvement Program ensures that the necessary goods and services

are acquired in a timely and cost-effective manner, supporting the successful implementation of program initiatives and contributing to the achievement of the program's educational and institutional objectives.

6. Vendor Selection Process:

When external vendors or service providers are required to support the implementation of the Ghazi School Digital Learning Improvement Program (GSDLIP), the program will follow a structured and transparent vendor selection process. This process ensures fairness, accountability, and the selection of vendors capable of delivering high-quality goods and services that meet program requirements.

Because the program involves several specialized activities—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher training programs, and technical support services—it is important that vendors possess the necessary expertise, reliability, and capacity to support program implementation effectively.

The vendor selection process will follow established procurement procedures and organizational governance policies to ensure that procurement decisions are made objectively and based on clearly defined evaluation criteria.

The vendor selection process may include the following steps.

1. Preparation of Procurement Requirements

The vendor selection process begins with the preparation of procurement requirements and technical specifications. Program teams will define the scope of goods or services required, develop technical specifications, and prepare procurement documentation such as terms of reference (TOR), technical specifications, and evaluation criteria.

These documents provide vendors with clear information about the program's requirements and expected deliverables.

2. Request for Proposals (RFP) or Quotations

Once procurement requirements are finalized, the program may issue a Request for Proposals (RFP), Request for Quotations (RFQ), or other procurement solicitation documents. These invitations will be sent to qualified vendors capable of delivering the required goods or services.

The solicitation process allows vendors to submit proposals describing their technical approach, qualifications, pricing structure, and implementation timelines.

3. Evaluation of Vendor Proposals

Vendor proposals will be reviewed and evaluated by the program’s procurement evaluation team based on predefined evaluation criteria. This evaluation ensures that vendor selection decisions are made objectively and that the most suitable vendor is selected.

The evaluation process may involve reviewing both technical proposals and financial proposals to assess vendor capability and value for money.

4. Vendor Selection and Contract Award

Following the evaluation process, the vendor that best meets the evaluation criteria will be selected. The Program Manager and authorized governance bodies will review the evaluation results and approve the contract award according to the program’s procurement governance procedures.

Once approval is obtained, the selected vendor will be formally awarded the procurement contract and contractual arrangements will be established.

Vendor Evaluation Criteria

Vendor proposals will be evaluated using structured criteria designed to ensure that selected vendors are capable of delivering reliable and high-quality goods and services. Evaluation criteria may include:

- **Technical capability** – The vendor’s ability to deliver the required goods or services according to technical specifications.
- **Relevant experience** – The vendor’s prior experience with similar projects or services.
- **Cost competitiveness** – The overall cost of the vendor’s proposal and its value for money.
- **Delivery timelines** – The vendor’s ability to deliver goods or services within the required timeframe.
- **Vendor reliability and reputation** – The vendor’s track record, performance history, and professional reputation.

Ensuring Fair and Transparent Vendor Selection

By following a structured vendor selection process, the Ghazi School Digital Learning Improvement Program ensures that procurement decisions are transparent, competitive, and aligned with program governance standards. This process helps ensure that vendors selected for program activities possess the necessary expertise and capacity to support successful program implementation.

Effective vendor selection strengthens program performance by ensuring that external suppliers contribute positively to program outcomes and support the program’s objective of enhancing digital learning capabilities and educational effectiveness.

7. Contract Management:

Contract management ensures that vendors and service providers fulfill their contractual obligations and deliver goods and services according to the agreed terms, specifications, timelines, and quality requirements established during the procurement process. Effective contract management helps ensure that procurement activities deliver the expected value and that vendor performance supports the successful implementation of the Ghazi School Digital Learning Improvement Program (GSDLIP).

Because the program relies on external suppliers and technical service providers for activities such as digital infrastructure installation, learning management system deployment, digital content development, training services, and technical support, it is essential that contractual agreements are monitored carefully throughout the program lifecycle.

The Program Manager, supported by the Program Management Office (PMO) and component project managers, will oversee contract management activities. These activities ensure that vendors comply with contract terms, deliver services according to program expectations, and maintain acceptable performance standards.

Contract management activities may include several key practices that support effective vendor oversight.

Monitoring Vendor Performance

Vendor performance will be monitored regularly to ensure that vendors are delivering goods and services according to the contractual requirements.

Performance monitoring may involve reviewing vendor progress reports, evaluating service delivery quality, and assessing whether vendors are meeting agreed timelines and technical specifications.

Monitoring vendor performance allows the program team to detect performance issues early and take corrective actions when necessary.

Verifying Delivery of Goods and Services

Another important contract management activity involves verifying that goods and services delivered by vendors meet the contractual specifications and quality requirements. This verification process may include reviewing delivered equipment, inspecting installed systems, or evaluating completed services.

Verification ensures that the program receives the resources and services promised under the contract before approving payments or accepting deliverables.

Managing Contract Changes or Amendments

During the program lifecycle, circumstances may arise that require adjustments to contract terms or deliverables. Contract management processes include procedures for managing contract modifications, amendments, or scope adjustments when necessary.

Any contract changes will follow the program's change management and governance procedures to ensure transparency and proper approval.

Ensuring Compliance with Contract Terms

Contract management also involves ensuring that both the program team and vendors comply with the terms and conditions defined in the contract agreement. This includes compliance with delivery timelines, payment terms, service quality requirements, and reporting obligations.

Maintaining contract compliance helps ensure that procurement activities remain aligned with program expectations and governance standards.

Addressing Vendor Performance Issues

If vendor performance issues arise—such as delays, quality deficiencies, or non-compliance with contract terms—the program management team will take appropriate actions to address the issue. These actions may include issuing formal performance notices, requesting corrective measures, or initiating contract dispute resolution procedures.

Proactive management of vendor performance issues helps minimize disruptions to program implementation.

Supporting Effective Vendor Partnerships

Effective contract management promotes constructive relationships between the program and its vendors while maintaining clear accountability for contractual obligations. By monitoring vendor performance, verifying deliverables, and addressing issues promptly, the program ensures that procurement agreements deliver the intended value.

Through structured contract management practices, the Ghazi School Digital Learning Improvement Program ensures that external vendors contribute effectively to program implementation and support the successful delivery of program objectives and outcomes.

8. Procurement Monitoring:

Procurement monitoring involves continuously tracking and evaluating procurement activities to ensure that they remain aligned with the implementation requirements of the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. Effective monitoring ensures that procurement processes support program schedules, budgets, and quality standards while enabling the program management team to identify potential issues and take corrective actions when necessary.

Because the program depends on external vendors and suppliers for critical resources—such as **digital infrastructure equipment, learning management systems, digital educational content development, training services, and technical support**—regular monitoring of procurement activities is essential to ensure that goods and services are delivered according to the agreed specifications and timelines.

The **Program Manager**, supported by the **Program Management Office (PMO)** and component project managers, will coordinate procurement monitoring activities throughout the program lifecycle. Monitoring results will be reviewed during program management meetings and incorporated into procurement and program performance reports.

Procurement monitoring activities may include several structured practices designed to ensure that procurement activities contribute effectively to program implementation.

Tracking Procurement Progress and Delivery Timelines

One of the primary objectives of procurement monitoring is to track the **progress of procurement activities and vendor delivery timelines**. Monitoring delivery schedules ensures that goods and services are delivered according to the agreed procurement schedule and that delays are identified early.

Tracking procurement timelines helps ensure that necessary resources are available when required to support program activities.

Reviewing Vendor Performance Against Contract Requirements

Procurement monitoring also involves reviewing vendor performance to ensure that vendors meet the **technical specifications, service requirements, and delivery commitments** defined in their contracts. Vendor performance reviews

may include evaluating product quality, service responsiveness, and adherence to contractual obligations.

Regular vendor performance reviews help ensure that vendors maintain acceptable performance standards throughout the program lifecycle.

Monitoring Procurement Expenditures and Financial Commitments

Procurement activities often involve significant financial commitments.

Monitoring procurement expenditures ensures that procurement costs remain aligned with the **approved program budget and financial management plan**.

The program management team will review procurement-related financial data to verify that payments correspond to delivered goods or services and that procurement spending remains within approved limits.

Identifying Procurement Risks and Potential Delays

Procurement monitoring also helps identify **potential procurement risks**, such as vendor delivery delays, supply chain disruptions, cost increases, or contract performance issues. Early identification of procurement risks allows the program management team to take corrective actions before these risks negatively affect program implementation.

Procurement-related risks will be documented in the **Program Risk Register** and managed according to the program's risk management procedures.

Supporting Effective Procurement Performance

Regular monitoring ensures that procurement activities remain aligned with program objectives and that vendors deliver the expected goods and services on time and according to defined quality standards. Monitoring also provides program leadership with visibility into procurement performance and helps ensure that procurement activities contribute effectively to the overall success of the program.

Through structured procurement monitoring practices, the **Ghazi School Digital Learning Improvement Program** maintains oversight of vendor activities, reduces procurement-related risks, and ensures that procurement processes support the successful implementation of program initiatives and outcomes.

9. Procurement Reporting:

Procurement reporting is an important component of the procurement management process for the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. Procurement reporting ensures that program leadership, governance bodies, and relevant stakeholders receive timely and accurate information regarding procurement performance, vendor activities, and procurement-related financial commitments.

Because procurement activities support critical program components—such as **digital infrastructure deployment, learning management system implementation, digital content development, teacher training services, and technical support**—program leadership must maintain visibility into procurement progress and vendor performance. Structured reporting provides transparency and enables program decision-makers to assess whether procurement activities are supporting program objectives and implementation timelines.

The **Program Manager**, supported by the **Program Management Office (PMO)** and component project managers, will coordinate procurement reporting activities. Procurement reports will be incorporated into regular program reporting cycles and governance review meetings to ensure that program leadership remains informed about procurement performance and potential procurement-related risks.

Procurement reports may include several types of structured reports designed to provide insight into procurement activities and vendor performance.

Procurement Status Reports

Procurement status reports provide an overview of ongoing procurement activities and their current progress. These reports typically summarize procurement processes currently underway, including pending procurements, vendor selection processes, and the status of procurement deliveries.

Procurement status reports help program leadership understand whether procurement activities are progressing according to the program schedule.

Vendor Performance Reports

Vendor performance reports evaluate the performance of suppliers and service providers engaged in program activities. These reports assess whether vendors are delivering goods and services according to contract specifications, quality requirements, and agreed timelines.

Monitoring vendor performance helps ensure that vendors meet contractual obligations and maintain acceptable service standards.

Contract Progress Reports

Contract progress reports provide updates on the status of active procurement contracts. These reports track the delivery of goods and services, contract milestones, and compliance with contract terms and conditions.

Contract progress reports help ensure that procurement agreements remain aligned with program requirements and that vendors fulfill their contractual commitments.

Procurement Expenditure Reports

Procurement expenditure reports provide information on procurement-related financial activities, including contract values, payments made to vendors, and outstanding financial commitments. These reports allow program leadership to monitor procurement spending and ensure that expenditures remain aligned with the approved program budget.

Monitoring procurement expenditures supports effective financial governance and ensures responsible use of program resources.

Supporting Procurement Transparency and Governance

Structured procurement reporting ensures that procurement activities remain transparent and accountable throughout the program lifecycle. By providing program leadership with accurate and timely information about procurement progress, vendor performance, and procurement expenditures, procurement reports support effective program oversight and decision-making.

Through systematic procurement reporting practices, the **Ghazi School Digital Learning Improvement Program** ensures that procurement activities remain aligned with program objectives, financial constraints, and implementation schedules, ultimately supporting the successful delivery of program outcomes.

10. Procurement Management Responsibilities:

Effective procurement management within the **Ghazi School Digital Learning Improvement Program (GSDLIP)** requires clearly defined roles and responsibilities for all individuals and organizational units involved in procurement planning, vendor selection, contract administration, and procurement monitoring. Establishing clear responsibilities ensures that procurement activities are coordinated efficiently, conducted transparently, and aligned with program governance requirements.

Because the program involves several procurement activities related to **digital infrastructure, learning management systems, digital content development, teacher training services, and technical support**, it is essential that procurement responsibilities are distributed among program leadership, program management teams, and supporting organizational units. Clear assignment of responsibilities helps ensure accountability and prevents delays or miscommunication during procurement processes.

The following roles define how procurement responsibilities will be distributed across the program.

Role	Responsibilities
Program Sponsor	<p>The Program Sponsor provides strategic oversight for procurement activities and approves major procurement decisions and contract agreements that have significant financial or strategic implications for the program. The sponsor ensures that procurement decisions align with program objectives and governance policies.</p>
Program Manager	<p>The Program Manager oversees procurement planning, vendor selection processes, and contract management activities. The Program Manager ensures that procurement activities are aligned with program schedules, financial plans, and quality requirements. The Program Manager also coordinates procurement reporting and communicates procurement status to program leadership.</p>
Program Management Office (PMO)	<p>The PMO supports procurement management by maintaining procurement documentation, contract records, procurement reports, and vendor performance records. The PMO also</p>

Role

Responsibilities

Component Project Managers

assists with procurement coordination and ensures that procurement information is documented properly within the program documentation repository.

Component Project Managers identify procurement requirements related to their respective program components and support the vendor selection and monitoring processes. They are responsible for ensuring that procured goods and services meet project requirements and are delivered according to program schedules.

Procurement / Finance Department

The Procurement or Finance Department ensures that procurement activities comply with organizational procurement policies, financial procedures, and regulatory requirements. This department may also support procurement evaluations, contract preparation, financial verification, and payment authorization processes.

Coordination of Procurement Activities

Procurement activities will be coordinated primarily by the **Program Manager**, who ensures that procurement processes remain aligned with program implementation timelines and financial constraints. The **Program Management Office (PMO)** supports documentation and reporting, while **Component Project Managers** ensure that procurement activities meet the operational requirements of their respective program components.

The **Procurement or Finance Department** provides additional oversight to ensure that procurement decisions comply with organizational policies and financial governance requirements.

Supporting Transparent and Accountable Procurement

Clearly defined procurement responsibilities help ensure that procurement processes are conducted in a **transparent, accountable, and efficient manner**. Structured coordination among program leadership, project teams, and procurement authorities strengthens procurement governance and helps ensure that vendor engagements contribute effectively to program implementation.

Through clearly assigned procurement management responsibilities, the **Ghazi School Digital Learning Improvement Program** ensures that procurement

activities are managed responsibly and that acquired goods and services support the successful delivery of program objectives and outcomes.

11. Procurement Risk Management:

Procurement activities within the **Ghazi School Digital Learning Improvement Program (GSDLIP)** may involve various uncertainties that could affect program implementation, delivery timelines, or financial performance. **Procurement risk management** focuses on identifying, assessing, and addressing risks associated with acquiring goods and services from external vendors.

Because the program relies on external suppliers for critical resources—such as **digital infrastructure equipment, learning management system platforms, digital educational content development, training services, and technical support**—procurement-related risks must be monitored carefully to prevent disruptions to program activities.

Procurement risk management will be integrated with the program’s broader **Program Risk Management Framework**, ensuring that procurement-related risks are identified early and addressed proactively. The **Program Manager**, supported by the **Program Management Office (PMO)** and component project managers, will coordinate procurement risk monitoring and ensure that mitigation strategies are implemented when necessary.

Several types of procurement risks may arise during the program lifecycle.

Delays in Procurement Processes

Procurement activities may experience delays due to administrative procedures, vendor response times, or approval processes. Such delays can affect program implementation schedules and postpone the delivery of critical resources required for program components.

To mitigate this risk, procurement planning and scheduling will be aligned with program timelines, and procurement processes will be initiated early to ensure that required goods and services are available when needed.

Vendor Performance Issues

Vendor performance risks may occur if suppliers fail to deliver goods or services according to agreed specifications, timelines, or quality standards. Vendor performance issues can affect program deliverables and may require corrective actions or contract enforcement measures.

Vendor performance will be monitored through contract management and vendor evaluation processes to ensure that suppliers maintain acceptable performance levels.

Supply Chain Disruptions

External factors such as logistical challenges, supplier shortages, or global market conditions may disrupt supply chains and affect the availability of equipment or services required for program implementation.

To address this risk, the program may consider alternative suppliers, flexible procurement scheduling, and contingency planning to minimize potential disruptions.

Cost Fluctuations for Equipment or Services

Market fluctuations or currency exchange variations may affect the cost of technology equipment, software platforms, or external services. These cost variations may impact the program budget if not properly monitored.

Procurement cost estimates will be reviewed regularly and incorporated into the program's **financial monitoring processes** to ensure that procurement expenditures remain aligned with the program budget.

Contract Compliance Issues

Contract compliance risks may arise if vendors fail to adhere to contractual obligations or if contract terms are not properly enforced. These issues may result in delays, quality concerns, or disputes between the program and vendors.

Effective contract management practices will help ensure that vendors comply with contractual requirements and that any compliance issues are addressed promptly.

Integration with the Program Risk Register

All procurement-related risks identified during program planning or implementation will be documented in the **Program Risk Register**, which serves as the central repository for tracking program risks. Each procurement risk will include an assigned risk owner, mitigation strategy, and monitoring approach. Regular review of the risk register will ensure that procurement risks remain visible to program leadership and that mitigation actions are implemented in a timely manner.

Supporting Proactive Procurement Risk Management

Through structured procurement risk management practices, the **Ghazi School Digital Learning Improvement Program** strengthens its ability to anticipate and manage procurement-related challenges. Proactive risk management helps reduce disruptions to program activities and ensures that procurement processes support the successful delivery of program objectives.

By identifying procurement risks early and implementing appropriate mitigation strategies, the program can maintain procurement stability and ensure that external suppliers contribute effectively to program implementation and outcomes.

12. Procurement Documentation:

Effective **procurement documentation** is essential for maintaining transparency, accountability, and compliance within the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. All procurement activities and related records will be properly documented and stored within the **Program Procurement Documentation Repository**, which serves as the official archive for procurement information throughout the program lifecycle.

Maintaining structured procurement documentation ensures that procurement decisions, vendor engagements, and contract activities are traceable and aligned with the program's governance and financial management frameworks. Proper documentation also supports program audits, vendor performance reviews, and governance oversight by providing clear evidence of procurement processes and decisions.

The **Program Management Office (PMO)**, in coordination with the **Program Manager** and the **Procurement/Finance Department**, will be responsible for maintaining and organizing procurement records. Documentation will be stored in secure digital repositories or designated documentation management systems to ensure accessibility for authorized stakeholders.

Procurement documentation may include several types of records that capture the full procurement lifecycle.

Procurement Plans

Procurement plans outline the procurement strategy for the program, including procurement requirements, procurement schedules, estimated costs, and procurement methods. These plans help ensure that procurement activities are aligned with program timelines and financial plans.

Vendor Proposals and Evaluation Records

Vendor proposals submitted during procurement processes will be documented along with evaluation records used to assess vendor qualifications. Evaluation documentation includes scoring sheets, evaluation reports, and justification for vendor selection decisions.

Maintaining these records ensures transparency and fairness in vendor selection processes.

Procurement Contracts and Agreements

All contracts and agreements established with vendors will be documented and stored in the procurement repository. These documents define the terms and conditions governing vendor relationships, including scope of work, delivery timelines, payment terms, and quality requirements.

Proper documentation of contracts ensures that contractual obligations are clearly defined and enforceable.

Procurement Performance Reports

Procurement performance reports document the performance of vendors and suppliers throughout the program lifecycle. These reports may include vendor performance evaluations, delivery verification records, and contract progress reports.

Tracking procurement performance helps ensure that vendors meet their contractual commitments and that procurement activities support program implementation effectively.

Procurement Audit Records

Procurement audit records provide documentation used for internal or external audits of procurement activities. These records may include procurement review reports, compliance assessments, and audit findings related to procurement processes.

Maintaining audit records helps ensure that procurement activities comply with organizational policies and governance requirements.

Supporting Transparency and Governance

Proper procurement documentation supports **program governance, accountability, and compliance with procurement policies**. By maintaining comprehensive procurement records, the program ensures that procurement decisions can be reviewed and validated by program leadership and oversight bodies.

Through structured procurement documentation practices, the **Ghazi School Digital Learning Improvement Program** ensures that procurement activities remain transparent, well-documented, and aligned with program governance standards. This documentation also supports organizational learning by preserving procurement records for future reference and program improvement initiatives.