

United Republic of Tanzania



President's Office, State House

Proposal for Establishment
of
Cabinet Secretariat
Information Resource Centre

FINAL DRAFT

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Executive Summary

Establishment of an Information Resource Centre has been strongly recommended in various studies, including the 2009 Government-commissioned study on “strengthening the policy development process,” a component of the Public Service Reform Programme, Phase II (PSRP II). The importance of an information centre within the Cabinet Secretariat (CS) was raised again in the 2013 study commissioned by the Permanent Secretary, President’s Office, State House on *Policy Coherence, Monitoring and Evaluation and Core Reforms as Partial Implementation of Initiation Plan*.

The main role of the Information Resource Centre (IRC) of the Cabinet Secretariat will be to collect, process, document, store, and coordinate data as well as disseminate authorized, up-to-date information within the institutions of the Cabinet Secretariat and State House as well as other government-related sectors to promote awareness and facilitate mutual understanding of reform and policy processes and implementation among technical officers and policy-makers.

The IRC will be equipped with modern technology and connected via intranet to the Private Offices, Divisions, Departments and Units in the President’s Office State House so they can obtain reliable, convenient and timely information to ensure the President of the United Republic of Tanzania is provided with current and well-informed advice, enhancing the capacity of the President’s Office, State House to fulfil their Strategic Mission of service to the President. In addition, the IRC expedite the process of following up on the implementation of Cabinet Secretariat decisions by the Monitoring and Evaluation Committee and other related committees.

Having immediate access to information and knowledge-based research will enhance the capacity of those involved in formulating, analysing, implementing and revising policies and ensure they have a solid grasp at all times of the status of policy in the country and to objectively evaluate the options available to mitigate inconsistencies and implement appropriate policies as and when required.

The IRC will operate within the structure of the President Office, State House and will be financed annually through the Cabinet Secretariat budget, obviating the need for a new institutional set up. Proposed staff will be re-allocated from the President Office, State House and trained to develop the required skills and assume the responsibilities for running and maintaining the IRC. Day-to-day operations of the IRC will be supervised in the President Office, State House and managed by a Cabinet Assistant Secretary (CAS) under the Monitoring Evaluation Committee, assisted by the ICT and System Analyst, a Librarian and an Administrative Secretary. The Office of Chief Secretary will make provision to provide the necessary capacity-building opportunities for the appointed staff to ensure that the IRC operates effectively and professionally.

To provide therequired space the following rooms may be utilized: in addition to the current conference room, three offices on the side of the new building opposite from the stairways, adjacent to the conference room will host the library, the research and duplication centres and the ITC. The proposal also provides a roadmap toward establishment of the Information Resource Centre.

Introduction and Rationale

Background

The establishment of the Information Resource Centre has been strongly recommended in various studies in recent years, including in the 2009 Government-commissioned study on “strengthening the policy development process,” a component of the Public Service Reform Programme, Phase II (PSRP II). The importance of such a centre within the Cabinet Secretariat (CS) was raised again in the 2013 study commissioned by the Permanent Secretary, the President’s Office, State House on *Policy Coherence, Monitoring and Evaluation and Core Reforms as Partial Implementation of Initiation Plan*. This study emphasized that information gathering, analysis, documenting, and sharing are key for the development and maintenance of policy coherence of not only the CS but of all other policy sectors within and outside government circles: “Enhancing information flow through regular exchange of information between Centre and line, and among line ministries . . . is of paramount importance to the achievement of consistency at every stage of policy development.”

The Information Resource Centre will be the facility through which the Private Offices, Divisions, Departments and Units in the President’s Office State House will obtain reliable, convenient and timely information that will be used to ensure the President of the United Republic of Tanzania is provided with timely, appropriate and well-informed advice, enhancing the capacity of the President’s Office and State House to fulfil its Strategic Mission of service to the President.

The Linkages of Information Resource Centre

This proposal is to establish an ICT-centred/Information Resource Centre (IRC) within the Cabinet Secretariat Office operated and served by a well-trained staff to assist the CS and all other users fully utilize up-to-date data-bank capabilities and other tools to enhance policy analysis and strengthen good-governance capacity.

For the Government of Tanzania, framework for development of policies formally begins with the Cabinet Secretariat, which is responsible for implementing a thorough scrutiny process, which begins with preliminary analyses of all draft policies from the Ministries, Departments and Agencies (MDAs) before they are forwarded to the Inter-Ministerial Technical Committee (IMTC) for further process. Once endorsed by the IMTC, a draft policy is forwarded to the Cabinet for a final decision. Apart from analysing draft policies, the CS is responsible for:

- Providing advisory and secretarial services to the Cabinet and the Inter-Ministerial Technical Committee (IMTC);
- Developing guidelines, procedures and methods to be used across government in policy analysis and prepares Cabinet papers;
- Providing leadership to develop policy-management capacities across government ministries and departments;
- Following up on the implementation of Cabinet decisions.

As the 21st Century proceeds the onslaught of data demands that an organization with these responsibilities must have the capacity to access, process, analyze and fully utilize evidence-based data if it is to be able to provide well-informed advice. Furthermore there must be the technological and technical capacity to share, disseminate and communicate effectively with other departments as well as with other governments and with specialists and experts around the world who can be called on to contribute content and research based to develop and oversee the implementation of sound policies. This is the role envisioned for the Information Resource Centre which will also provide online and print reference facilities and other resources to facilitate policy analysis processes including but not limited to public policies, laws, guidelines, seculars, journals, newsletters and books in both hard and soft formats.

In the *first phase*, committees of the Cabinet Secretariat as well as departments and units of the State House¹ will be connected electronically. This connectivity will, among other things, expedite the process of following up on the implementation of Cabinet decisions by the Monitoring and Evaluation Committee and other related committees.

In the *second phase*, steps will be implemented to increase the capacity of the policy sectors in the Cabinet Liaison Officers in the MDAs to ensure that databases of all submitted and approved policies and strategies from sector ministries and other parts of government are well-documented and accessible across government networks. Once fully implemented the provision of timely and frequent information will be greatly enhanced, significantly strengthening the capacity of all involved in policy formulation and revision to have access to and understand in a timely manner and on a regular basis what the status of policy is in the country at any time, and to provide their input into evaluating the options available to mitigate any policy duplications and inconsistencies.

It is recognized that the provision of hardware and software alone will not be sufficient to create the change envisioned. Correspondingly there will be developed appropriate training and motivational initiatives to create the essential human capacity to ensure the new system will function as intended.

The Purpose

The main purpose of the Information Resource Centre (IRC) of the Cabinet Secretariat will be to collect, process, document, store, and coordinate data as well as create the capacity to disseminate authorized, up-to-date information amongst the institutions of the State House as well as to other government-related sectors to promote awareness and facilitate mutual understanding of reform and policy processes and implementation among technical officers and policy-makers. The IRC will

¹ These are the Presidency (Private Office), Cabinet Secretariat (CS) Division, Reforms Coordination Unit (RCU), Policy and Planning Coordination Unit (PPCU), Good Governance Coordination Unit (GGCU), Public Service Administration (PSA) and the Information and Communication Technology Unit (ICTU).

also develop the capacity to facilitate training on topics related to public policies and provide a platform for government stakeholders responsible for policies and reforms to share recommended practices, experience and information on the progress of, and constraints being faced during, the implementation of initiatives.

Roles and Functions

The Information Resources Centre will be a multi-purpose facility that provides policy and reform resources for knowledge exchange and hosts training, meetings, monitoring and evaluation sessions and video presentations or teleconferences for individuals and groups including government officials. Specifically the IRC will, among other things:

- Establish both an electronic and a traditional print library of information and resources on public related policies and other useful documents;
- Facilitate research on all aspects of policy and their related issues;
- Develop mechanisms to disseminate online issues and best practices required for policy and reform implementation and evaluation and to update policy-makers on current trends in policy and issues related to reforms coordination in Tanzania, the region and the world;
- Periodically host special events such as presentations by distinguished or specialized speakers and discussions or e-learning to help technical officers and policy makers to acquire new skills on current domestic, regional and international trends in policy and reforms and exchange knowledge;
- Share information gained through monitoring and evaluation for policy-makers and implementing agents to improve policies, strategies, and programmes;
- Provide printing and duplication services to those utilizing the IRC;
- The IRC will have the capacity to grow to become a backbone of the Cabinet Secretariat Monitoring and Evaluation Committee.

Staffing and IRC Operation

The IRC will operate within the structure of the President Office, State House and will be financially annually through the Cabinet Secretariat budget, obviating the need for a new institutional set up. Proposed staff will be re-allocated from the President Office, State House and trained to develop the required skills and assume the responsibilities for running and maintaining the IRC. Day-to-day operations of the IRC will be supervised in the Office of the Chief Secretary and managed by a Cabinet Assistant Secretary (CAS) under the newly established M&E Committee.

Cabinet Assistant Secretary (CAS) – responsible for oversight and management of the IRC

One of the Cabinet Assistant Secretaries under M&E Committee will be among other duties, responsible for managing the Information Resource Center. While the Terms of Reference for the Cabinet Assistant Secretary responsible for the IRC will remain the same as for other Cabinet Assistant Secretaries, specific responsibilities (in collaboration with the ICT specialist, the Administrative Assistant and other staff) will include (but not be limited to):

- Day-to-day overall supervision of IRC staff and facilities;

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- Coordinating the production of the newsletter, policy briefs, quarterly journal – by writers, etc. either in-house or out of house – and supervising the writing, editing, production of materials and signing off on it or supervising approval sessions, etc.;
- Promoting the services of the Centre and dealing with policy and other issues related to how it is running and who it is serving – i.e. requests or instructions from Chief Secretary;
- Scheduling and coordinating events, training, workshop and e-education related to public policies
- Making decisions on a regular basis related to up-grading hardware and software to keep abreast of technology developments;
- Regularly developing (and revising as necessary) policies related to access and utilization of data-bases and to other operational issues of the IRC;
- Reporting on the utilization of the IRC and recommending any initiatives to develop it further and expand its effectiveness;
- Regularly review operation to consider adequate levels of staffing and identify new functions and requirements to fulfil the mandate of the IRC;
- Preparing the annual budget for the IRC.

In addition, as time allows and priorities dictate, other assistance may be provided to:

- Help prepare information needed for the Cabinet Secretariat, Inter-Ministerial Technical Committee (MTC) and IMTC Sub Meetings;
- Attend Cabinet Secretariat meetings to record the discussions and conclusions reached at Cabinet Secretariat meetings;
- Record discussions and summarizing conclusions reached at IMTC and IMTC Sub-Committee meetings.
- Prepare Quarterly and Annual Cabinet decisions implementation reports.
- Analyse reports regarding Cabinet decisions implementation from sectoral ministries, departments, Agencies, International, Multilateral and bilateral agencies and advise accordingly;
- Follow up on the implementation of Government commitments made during Parliament Sessions.

ICT and Systems Analyst (ISA)

The ICT and Systems Analyst will report directly to the CAS responsible for the IRC. This is the key technical and operational role, requiring a high degree of ICT knowledge and skills and significant management capacity. Among other things, the ISA will be responsible for:

- All technical aspects of the operation – making sure all systems are working properly. For example he/she will have to be able and available to provide any training required for people using the facility whether it be in the researcher's area or the meeting area.
- Website management, ensuring that the interface between the data bases and the users are functioning properly at all times;
- Setting up conference calls and ensuring that all communications channels and technologies are working efficiently and properly to ensure that meetings that are using those technologies run without technical problems;
- Advising the CAS on new technologies, upgrading systems as required, dealing with all issues related to the IT functions, etc.;
- Maintaining all IT, computer and display/conferencing hardware and software installations, including

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- for all configurations of meeting set-ups, training, etc.²
- Supervising the technical set-ups for different configurations and uses, ensuring that all facilities are functioning, etc.

Administrative Assistant (AA)

One of the Office Secretaries under the M&E Committee will serve as an Administrative Assistant to the IRC. The Administrative Assistant's role is not the typical one of an office secretary, though those are part of the work. However his/her responsibilities must also include creative and operations-management duties. The Administrative Assistant will help the Cabinet Assistant Secretary's office in the daily operation. Further will he/she be responsible for:

- Supervision of setting up the main meeting room in different configurations, helping the ICT person check systems, make sure that the facility is tidy and fully prepared for the function intended, etc.;
- Handling secretarial duties in the office of the Cabinet Assistant Secretary;
- Maintaining schedules and ensuring that bookings are completed successfully – that facilities are ready at all times, etc.

Librarian

The Librarian will be responsible for (among other things):

- Documenting and cataloguing all policy documents, including those existing in the Cabinet Secretariat and ensuring that they are always kept in their proper location so they can be readily accessed;
- Supporting the documentation at the Presidency (Private Office) and State House Library;
- Assisting the officers dealing with policies and reforms in the MDAs to document and catalogue in both print and electronic formats, the existing policy documents.
- Developing new information products such as online catalogues, databases, virtual reference Collections etc. and categorizing them into different topics including economy, business, development, institution, environment, energy, domestic, foreign, etc.
- Linking the IRC with other institutions related to policies within and outside the country.
- Working closely with the ICT people to create ever more-efficient access to documents to enable the Cabinet Secretariat with access to widest range of up to date rich resource materials;
- Ensuring CS reports, relevant data, journal materials are collected, catalogued and made available at the IRC according to approved policies;
- Ensure the Resource and Communication Centre has an extensive, up-to-date collection of multimedia resources (including traditional books and e-books, periodicals (digital and hard copy as appropriate), journals (digital and hard copy as appropriate), etc.);
- Regularly review on-line resources for information of interest to and relevant to the purpose of the Centre and the Secretariat.

² The IT Specialist at the State House will assist the CAS and System Analyst in maintaining the equipment and ensuring the Centre is up and running.

Other Staff

How to accommodate the duplication and printing services is an issue for consideration. That aside, the roles identified above should enable the IRC to begin operation. However as the operation builds, additional staffing (for expertise and/or support) will be needed. Thus another responsibility of the entire team will be to identify new staffing requirements as they become evident and work with the Cabinet Secretariat to secure new positions and the best people to fill them.

Also not identified above are maintenance and support staff which, it is assumed, are part of the operation of the Cabinet Secretariat. These include cleaning and maintenance staff and also individuals who will be responsible for the physical setting up and re-arranging of the meeting-room and other facilities to meet what is anticipated to be ever-changing requirements for different formats of meetings. These will work under the supervision of the ISA and the AA as required.

Qualifications

The Librarian, ICT and System Analysis, and Administrative Assistant should have at least a Bachelor Degree related to their roles and responsibility, and/or significant experience commensurate with the requirements of their responsibilities. The Cabinet Assistant Secretary (CAS) – responsible for oversight and management of the IRC may have Master Degree with a considerable skills and knowledge in Information Management Systems or Communication or long, exceptional practical experience that demonstrably exceeds what such a degree would provide.

Capacity Building

Experience shows that it is unlikely that a single individual will be skilled in all the required fields. Therefore as the Centre develops, the capacity of personnel will have to be enhanced to enable the personnel to meet emerging mandates and demands. The Office of Chief Secretary will make provision to provide the necessary capacity-building opportunities for the appointed staff to ensure that the IRC operates effectively and professionally (e.g. by providing on-job training/mentoring among the IRC staff; enabling them to participate in short courses to develop required skills; providing for specialized training in appropriate centers which offer hands-on training (such as for specialized equipment and systems – wherever that may be in the world). It will be essential to ensure that the Centre has everything required to operate professionally and that it can continue to expand as demand for services and in technology change and grow.

Installation and Information Management Exchange Process

- Installation. In order to maintain confidentiality, the ICT – State House in collaboration with the e-Government Agency will handle the installation.
- The Intranet system will be installed at IRC and Cabinet Secretariat – to facilitate information sharing and communication with the staff members.

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- Duplication and printing services will be a part of the facility.
- The general information on policy, updates from monitoring and evaluation as well as key findings from studies will be shared through the Chief Secretary Website to Government stakeholders particularly those who are dealing with policies and reforms. The website will serve as a two-way platform, to create dialogue over policy issues – in other words the concerned stakeholders will not only receive information but will also send back their comments and feedback through social media built into the website – e.g. via blogs, twitter, Facebook etc.
- The IRC will develop a special system/code to enable the IRC and MDAs to share information that may facilitate the revision or formulation of policies. (This service will be available to authorized individuals representing official agencies. IRC resources will be accessed through a registered password. Users will only be required to register once – with the approval of the Cabinet Assistant Secretary (CAS) responsible for IRC. Once registered, the registration will be for a designated time-period so the user will simply use his or her user name and password to access data.

Functional Space

Required Space for Option 1³

- Training and meeting Room
- Library working place
- The ICT System Analysis and Librarian will work from the Library.
- Printing area
- Storage space

Two Configuration Options identified

Option 1: Utilization of space on Second Floor only

The option 1 is to locate the IRC in space on the Second Floor of the current building, utilizing a “meeting room” and three adjacent offices only. While this limits the operational space available for such a facility and the flexibility to exploit any multi-purpose capacity, it appears to be the only alternative available with which to begin. It must be stated that Option 1 is not considered ideal, as functionality and flexibility is very constrained and this may compress growth. It should also be noted that no provision is included in Option 1 for offices for the IRC staff. Therefore it has to be assumed that they will have offices elsewhere in the building.

This option (non-architectural illustration below) can only be recommended as a short and medium term “solution” to enable the start-up of the Information and Resource Centre. If the IRC successfully fulfils the mandate for which it is designed, it will quickly exceed the limitations of Option 1 – which raises questions related to the best utilization of limited investment for the long-term.

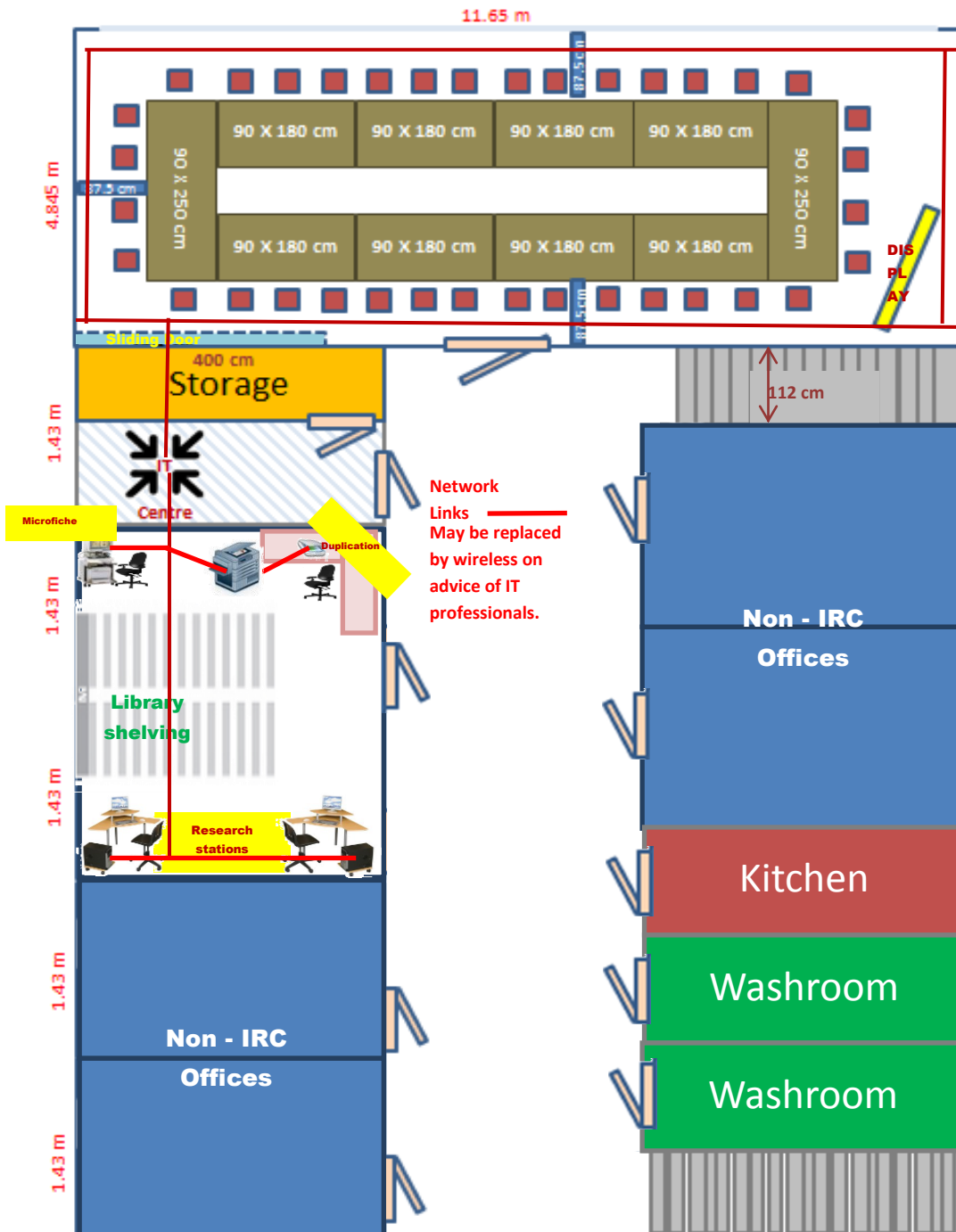
The option utilizes the current conference room and three offices in the new building directly adjacent to the conference room on the opposite side of the corridor from the stairways. As presently configured it is intended that these three rooms will host the IT/connectivity centre as well as the library and a two workstation research area and space allocated for a microfiche reader/printer. The width of the meeting/training room with the current dimensions restricts the utilization potential.

³Office for CAS (IRS Manager) and Administrative Assistant will operate from their houses as they are entitled to have their offices within Monitoring and Evaluation Committee Unit.

OPTION 1

SECOND FLOOR

Meeting room, research area, library & IT Centre



In the sketch of this Second Floor solution, the IT Centre is included (brought up from the first floor). However there should be very careful analysis of this before any action is taken, because there may be good technical reasons that it may not be advisable to move that facility from its currently installed location. In fact, because only three relatively small rooms are intended to host the library and research centre with very little space for storage of furniture and electronic equipment it would be preferred if the IT Centre were left where it is on the ground floor.

On the diagram, a sliding door is indicated opening onto the meeting room for storage of equipment and furniture from the meeting area. However the storage space is very limited. Storage will be important to secure the display unit and will be useful to remove unused rolling tables from the meeting area to create more flexible space when needed. It will be important that the door lock.

With these provisos and reservations the following diagram for the Meeting Room, research area, library and IT Centre should be viewed solely as a guide for a working layout. If it is accepted as the option for further development, a proper procedure to establish proper architectural plans and a development schedule must be worked out before initiating any action. Suggested steps required are laid out later in this document.

The following unknown factors must also be taken into account:

- Final location of the IT Centre. If it remains on the first floor (for technical reasons and consideration of space) that will make available the space allocated in the diagram for that use.
- If the IT Centre is brought directly into the IRC, it is not clear how much of the space shown on the diagram will be needed. Any portion of the rectangle shown that can be made available for other purposes – will make it possible to reposition the duplication/printing section and expand the space for the library and research area accordingly.
- While space has been allocated for a modern microfiche system that can be interfaced with the network, perhaps this will not be an item for which the Cabinet Secretariat will see use. Eliminating it will allow for additional space for the library.

These are the kind of issues (and there may be others) that must be discussed in detail during the early stages of the development process that is outlined in the final section on the steps required to implement the project (pages 29-33).

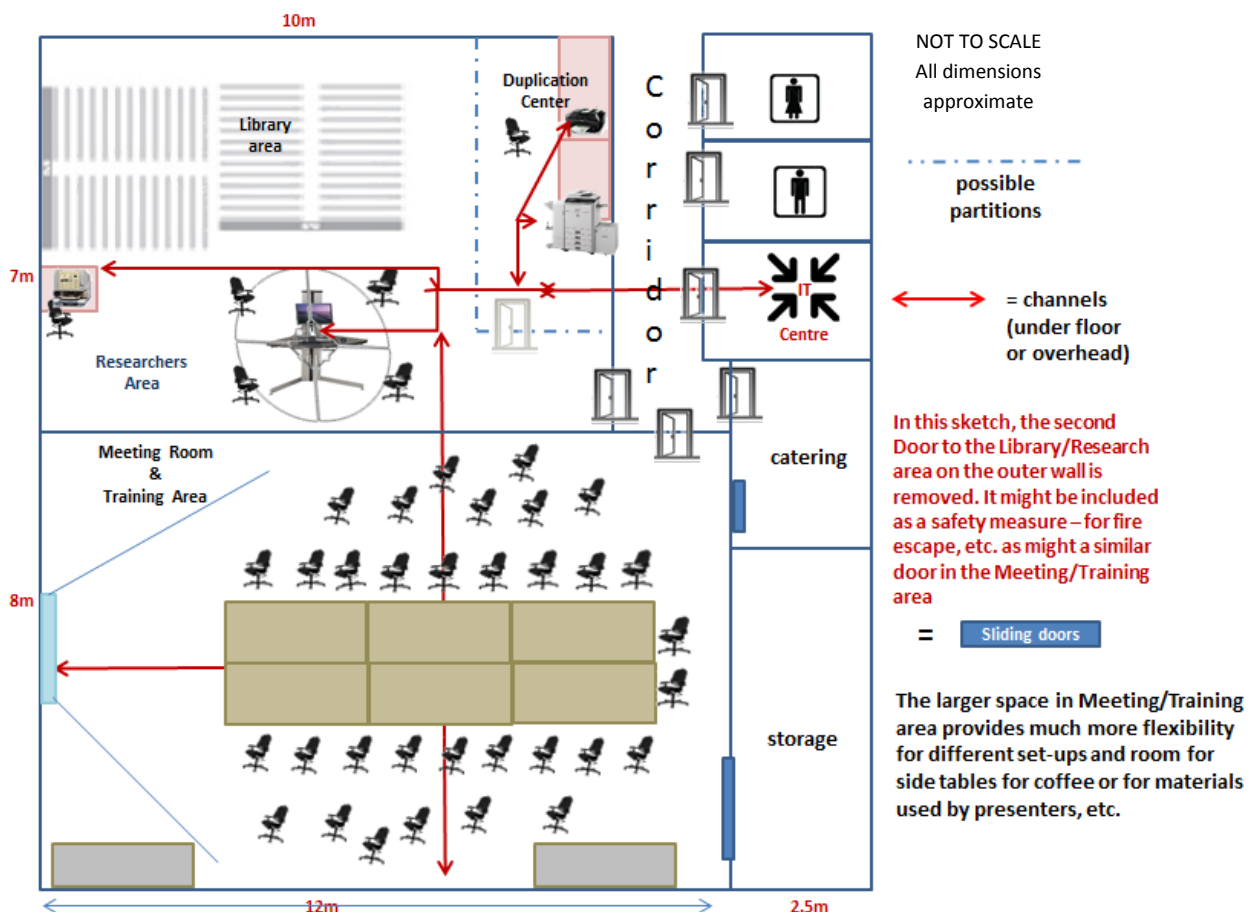
Option 2 — Creating entirely new space

Option 2 (below) is for a full, dedicated area with all components together on a single level. Such a unified and clearly identified set-up will create a Centre synergy. It would require construction of a new area on the Secretariat compound. This option is in fact the recommended option – all things being equal and funding available. The examples presented for Option 2 illustrate flexible and functional space – and even if Option 2 were adopted and implemented, it would be recommended that allowances be made for further growth. Because once they demonstrate their worth, this type of facility tends to expand. As new demands are placed on them, utilization “catches on” and increases exponentially; also technologies continue to evolve which attract greater use.

As with Option 1, the following sketches should be viewed solely as suggestions of possibilities for a stand-alone integrated space. Several examples are provided to show different possible table set-up configurations for the meeting room, which, because of its size creates opportunities for much greater flexibility than the space in Option 1.

Example 2a

Same table layout as the space in Option 1 showing much greater space; should easily accommodate 30 people and more.

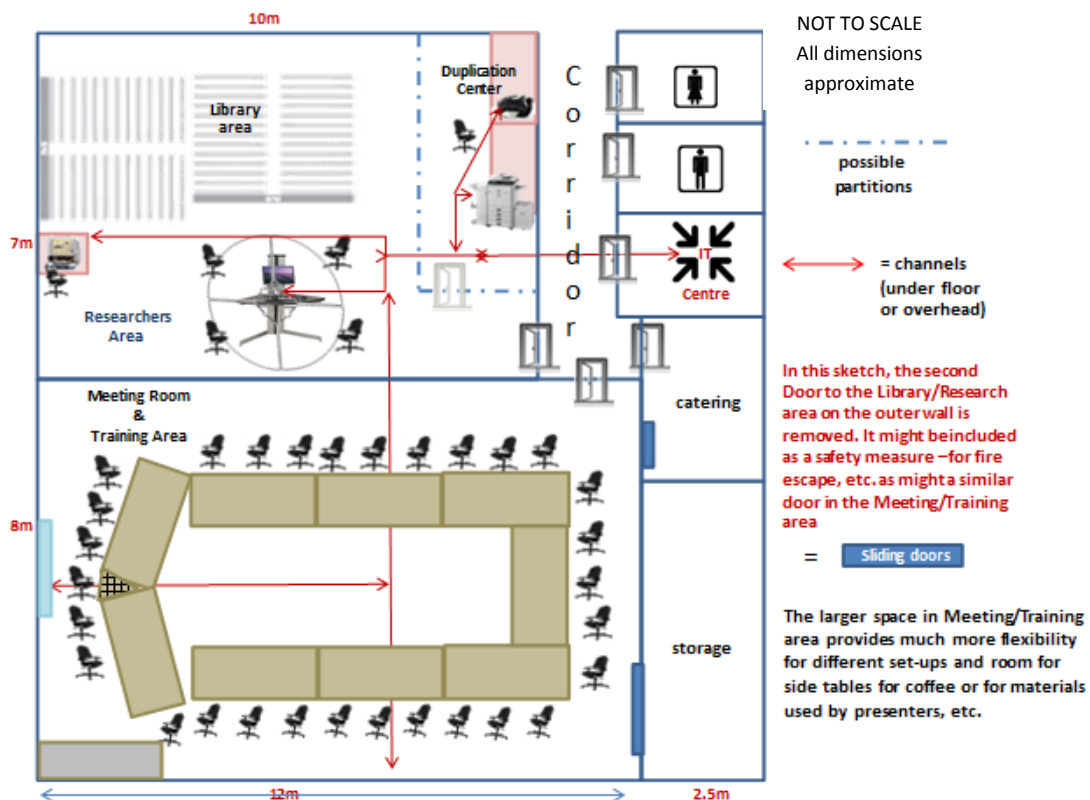


The following examples show other table set-up configurations for the Meeting & Training Area.

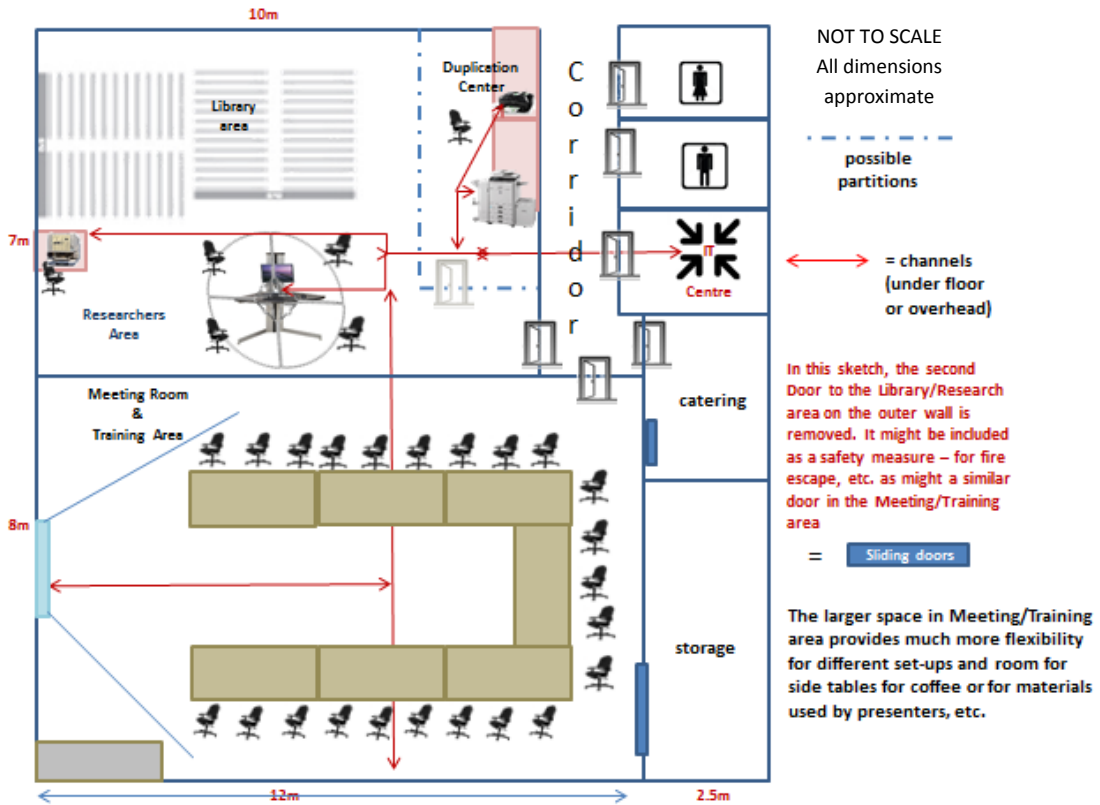
It should be noted that if part of the second floor of the new constructed building (Option 1) were made available for the Centre that could likely be renovated to create an integrated facility similar to the above. It would not be identical to the largely square area in Option 2 (above), but designed to accommodate a rectangular area, integrating existing washroom and kitchen facilities. Such a design should make it possible to expand the meeting/training space to a more flexible and functional size.

Example 2b

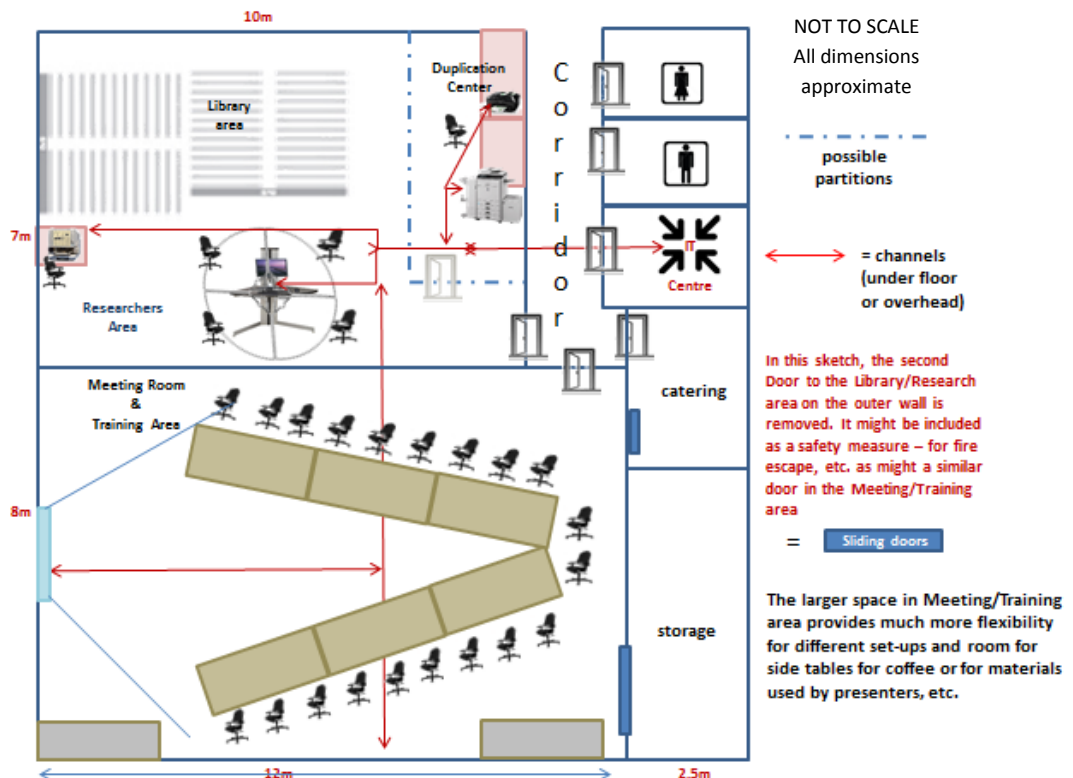
With a custom-made insert piece a rounded end this modification of the U-shape could be useful for conference situations that do not prioritize A/V or presentations (though these can be incorporated by shifting chairs at the front end).



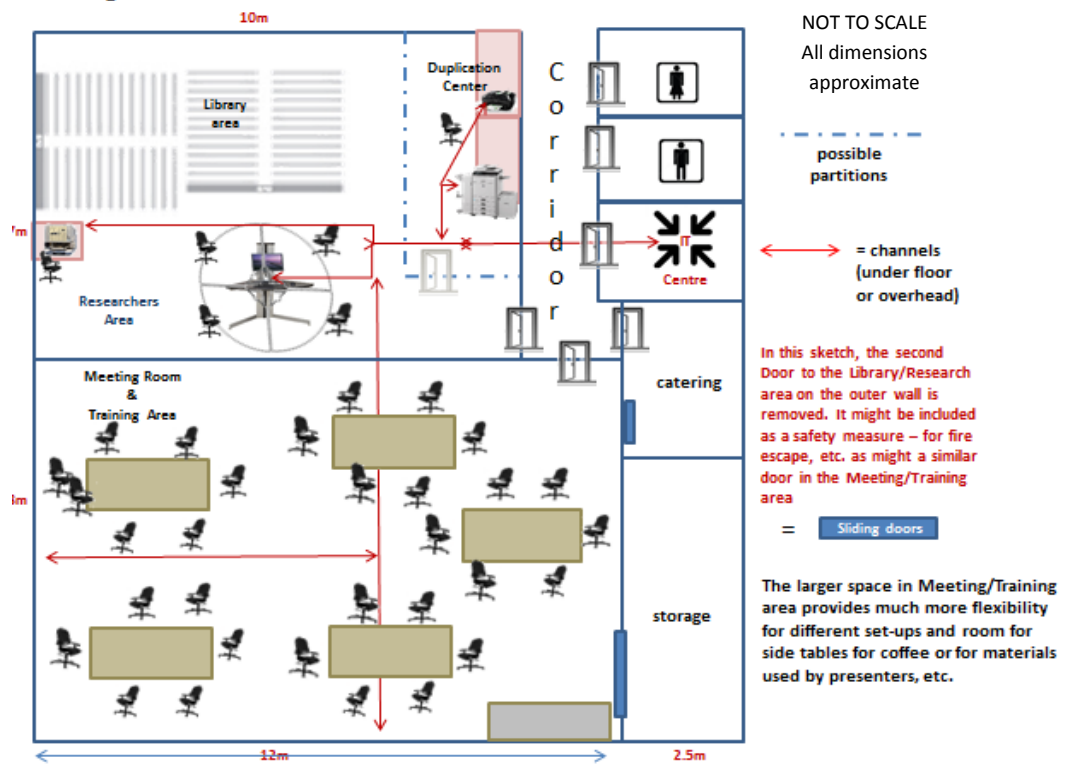
Example 2c – Standard U-shape



Example 2d – V-Shape – good for smaller groups (to about 20) viewing presentations/AV



Example 5 – multi-table group discussions



Meeting room/training space furniture

In selecting furniture for the Meeting/Training space, it will be practical to select components that can be readily moved in order to create flexible working space. This is true under both Options. In Option 2 it facilitates flexibility by allowing users of the space to set up different configurations depending on their need. In Option 1, because of the limited space available, tables that can fold and be easily rolled out of the way will provide opportunities to create more amenable space than would be the case if furniture were fixed in place or were heavy and bulky to move – e.g. to manoeuvre through doors.

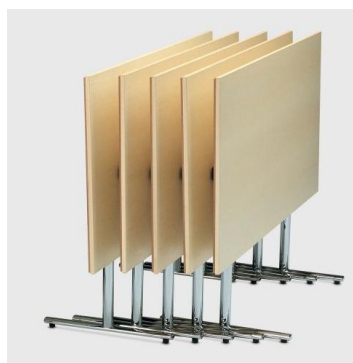
TABLES

While good quality folding tables can be expensive, in the long run for the space available and the multi-purpose nature of room utilization they will prove to be more practical. Two examples are:

Wilkhan “Confair”



Howe “Tempest”



Cost est. = US\$2,000 per table. (Aegistra)

CHAIRS

There are many considerations when selecting chairs for a facility such as this. There is obviously a benefit to having wheels if the configuration of the room is to be changed; wheels make it easier and less disturbing for people to approach the table. But if they don't lock, wheeled chairs can make it difficult to set up theatre style row seating. Taste is another factor as is whether or not to have arms.

While they are the best for flexibility and mobility, wheeled chairs are more difficult to store out of the way. If storage is the priority, stacking chairs are most convenient – however they really are not suited for this type of high-profile/high-quality facility. The number of choices is vast, but it should be possible to find good quality chairs of acceptable origin within the figure of US\$200 per chair

STORAGE SPACE ISSUES to CONSIDER

Mobile furniture facilitates easy and quick set-up, arrangement and re-arrangement of configurations, features that are important in a multi-purpose facility. In fact every unit in the meeting/training space in both options is mobile – including the chairs and the IT/AV equipment so that so long as adequate storage space is provided (the chairs in particular will require that) everything could be cleared from the room in a very short time, leaving a completely empty area suitable for activities such as a stand-up “meet-and-greet” event. If appropriate, a unit such as the Mondopad or other A/V unit could be incorporated into that event – either to present video or other images or even to enable teleconference-type links with other places. While these might not be relevant/appropriate activities for the Secretariat, they are cited here as an illustration of how flexible the space can be as well as to emphasize that it can be utilized for multiple purposes.

As mentioned above, if fully mobile furniture/equipment is selected, storage space will be essential, into which unused items can be wheeled when not needed. It should be secure to protect A/V and other equipment. Alternatively unused chairs and folded tables can be placed along the walls.

Storage space of at least 10X10 meters would be advised. While folding, nesting or stacking chairs will allow for much more efficient storage, they are not usually acceptable for use in high-end facilities such as this is intended to be. They also limit the ability of participants to roll in and out from the discussion easily. However this may be a solution that has to be accepted, especially if readily accessible storage space is an issue.

Even if tables fold and chairs stack, some kind of storage will be needed – especially in the case of Option 1 with the limited dimensions of the meeting/training room.

The Research Area and Library

A core function for the facility is to provide resources for research and access to resources in all formats.

Space for Option 1 (4mX5m) is significantly less than that of Option 2 (7mX10M). The difference will obviously reduce the shelf-space capacity for the library.

In both Options, copying and duplication capacity is included within the Research Area and Library on the assumption that researchers using the facility will require the capacity to copy (scan) and duplicate to be able to circulate their research. It will also be the copy and print/duplication facility for activities taking place in the Meeting/training area

The library may begin with a few storage racks for documents; more can be added as the need indicates. Attention should be paid to temperature and humidity control – information should be sought from those who specialize in these to ensure that documents are kept under proper conditions.

Usually there would not be windows in the library/research facility – 1) to prevent ultra-violet damage to documents; 2) to eliminate glare on computer screens. Curtains (heavy enough to block sunlight) should be installed – on tracks.

Connectivity

The entire facility should be wired to provide full inter-connectivity between the meeting centre and the research/library. There should also be provision for good wireless at every point within the centre.

In the library/research area there should be full connectivity between the workstations and the scanners and printers. If possible covered channels should be located under the floor to facilitate access to cables.

Library/research area furniture

SHELVING

The Secretariat should identify what documents, books, A/V materials and other items are to be kept on the shelves in the facility. Quantity, the nature of the materials, sizes, what storage conditions are required – all these are important considerations. Only once that has been determined will it be possible to identify the most suitable storage. Because of limitations of space, care should be taken only to plan to keep documents that may be of relevance to possible research – and documents that will be utilized regularly – within the facility itself. Secondary storage for documents that are important but not accessed regularly should be considered.

Also consideration should be given to digitizing documents with important content.

Climate may be a consideration – excess humidity and heat can do damage, and so this should be

taken into consideration for long-term preservation.

Begin with 6 (Option 1) or 8 (Option 2) double-sided metal shelving is recommended – such as Estey Double faced .9m wideX2m highX 25cm deep @ US\$410

DUPLICATION AND PRINTING CENTRE

Counter and cupboard space should be provided – this can be locally procured – perhaps even constructed to fit the space available. Chairs will be needed as required – possible one or two.

Cabinets can be built to fit facility locally. Allow US\$1000.

MICROFICHE READER TABLE

This is an item that is usually required for research purposes – however the Secretariat will have to determine whether or not it is an item that would be used and therefore important for the centre to have. If so, a basic table to hold it will be required – the procurement officer will be able to identify a suitable one locally. Allow US\$200

RESEARCH COMPUTER WORKSTATIONS – for 4-workstations, suitable for larger areas

A circular configuration is appropriate for this kind of working space. Many models are available, with significant price differences. Decisions will have to be made as to whether or not an open or a more private type of system is preferred. The procurement officer will also be able to advise if suitable modules can be either purchased already made locally, or made to order. For the space allocated the following would be appropriate:



60" x 60" L Shape Laminate Office Desk Workstation
US\$1,043.at <http://theofficeleader.com/products/15592-60-x-60-l-shape-laminate-office-desk-workstation.aspx>

CHAIRS

As in the Training centre, there is a wide choice of possible, appropriate chairs. This is not to suggest they should be the same. They should not be heavy chairs – lighter with open mesh back may be most comfortable. Procurement can probably be local. All in this room should be wheeled and adjustable for height. A similar amount should be allocated – US\$200 per chair. (8)

Windows and Curtains

While participants in conferences and workshops may appreciate access to daylight, windows can create problems. It is important, therefore, to be able to close curtains or blinds when necessary. One wall of the room will likely be designated as (or naturally be assumed to be) the “front” – where a podium or leader panel will operate from or where A/V viewing equipment will be placed. It is highly recommended that this wall not have windows, as the “backlight” from them will be disturbing to anyone looking in that direction. Similarly side light from windows along the non-front walls can cause reflections on viewing screens and make them difficult to see clearly. With increasing use of portable tablets, heavy light pouring in directly on tables may also create bad reflections and cause viewing issues.

On the other hand, depending on what they are and how informal they may be, training sessions may often benefit from allowing more light in from outside. Therefore the recommendation is not to eliminate windows altogether, but rather to provide good control systems – curtains, blinds, etc. – and always be conscious of and reduce the impact of back light to improve how well viewers/audiences can watch presentations and clearly see speakers’ faces.

The “conference room” (identified as the possible location for the meeting/training space) is of particular concern as three walls are 80-90% windows. In this case curtains are essential; they should be lined or made of sufficiently heavy fabric to close off the entry of light. It is also strongly recommended that curtains be on tracks so they can be pulled back when desired, but the tracks should be overlapping to eliminate the possibility of light cracks.

The capacity to close off high intensity back light from windows is an important aspect of setting up rooms for good interaction of participants and also for successful A/V and other types of presentation. (High levels of backlight shining into the eyes of participants on the inside wall of the room can render participants on the window side as silhouettes; this kind of situation can also create eye strain and lead to distraction and less effective meetings and discussions.

From the photograph of the current Conference room there seems to be in-ceiling lighting. However it should be assessed to ensure that it will provide adequate, and the kind of, illumination required when the light from the windows is shut off. Adjustments and additional lighting should be installed if necessary.



Electrical Outlets:

All areas of the centre should be well provided with electrical outlets. Ideally recessed and protected (with a non-obstructing plate) floor points in positions beneath where tables will commonly be placed would make it possible to have multi-power bars accessible on the tables for those with laptops, etc. to use. With such outlets, if tables have cable channels and power supply connections built in, it becomes a simple matter of plugging the connectors to the tables into the power supply. Otherwise the plugs for regular power bars can be dropped behind the tables to connect with the floor receptacles.

As well, power plugs should be provided approximately every 3 meters on every wall so that A/V and communications equipment can easily be connected without the use of cables running across foot-movement space (to reduce the dangers of feet becoming entangled and pulling plugs from outlets or causing tripping).

Suggested Basic Equipment

At this stage the best that can be done is provide an overview of components needed to operate a centre with general price targets, trying to ensure that figures are provided to cover the detailed order list generated during the procurement stage. Questions remain concerning availability of some of the following for use in Tanzania – and so alternatives are suggested. Also experience has shown that the time-lag between initiating a project such as this and actually procuring hardware and software is so great that models have changed, capacities are increased and prices may have dropped or increased.

In this facility there will have to be careful analysis if the initiative goes forward of how much of the system can be made wireless, how well wireless networks will function within the space, and how practical going that route really is. However estimated prices assigned should be sufficient to cover whatever the ultimate decision on this will be.

The following outlines recommendations for furniture and equipment. See Annex I for summary of **estimated** costs.

FOR THE MEETING/TRAINING SPACE

DISPLAY SYSTEM

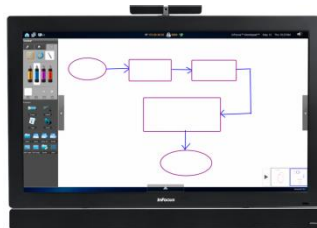
#1 Recommendation: Mondopad – if available for use in Tanzania and with PAL video standard. At the moment (end of year 2013) only the 55” system is indicated as available outside of North

America. A 70" system was introduced in September 2013, but is only available in North America at this time.

The Mondopad is an all-in-one device with the following features



- Advanced multi-touch high definition 55 inch display
- This gives high quality images.
- Flexible and expandable with **built-in Windows PC**
- Digital interactive whiteboard and document annotation
- Business-class video conferencing
- Share, view and control from your tablet or smartphone
- Full copy of **Microsoft® Office** ensures file compatibility



Approximate Prices (based on UK figures): Mondopad 55" - US\$8970

Mondopad 70" – US\$12,950 – if/when available

For secure stand allow

- US\$1,100.

Alternate choice to Mondopad:

Whiteboards – many makes are available – often for fixed installation. A portable system with short-throw projector is recommended – a) for mobility and b) to avoid need for a separate projector set-up.

The 78" Promethean ActivBoard 578 Pro Mobile System with Extreme Short Throw Projector (shown right) is an example.



Approximate price (based on UK figures): US\$6,375

Add camera – e.g. Sony EVI-HD7V US\$3100 (B&H)

ADDITIONAL OPTION FOR MEETING ROOM

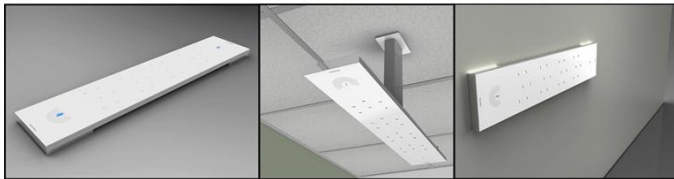
Second camera – e.g. Sony EVI-HD7V with Telemetrics Control Panel

US\$3100 (B&H)

Wall Mount for Sony EVI-HD7V US\$70 (B&H)

AUDIO

While ceiling microphone arrays might seem appealing and require less setup for every meeting, the photograph seems to show a ceiling mounted air conditioning unit which could interfere. The ClearOne Beamforming Mic Array, though expensive offers cutting-edge coverage. A single array should give adequate coverage – especially if it can be ceiling mounted. US\$3,196 plus . . .



ClearOne Converge Pro 880 – 8-Channel microphone mixer@ US\$5,445

Positioning can only be determined at time of installation.

Premier's UNI-GB-AUD kit–speakers 2 pcs.@ \$500 US\$455. (B&H)

TELECONFERENCE CAPACITY

Vaddio Bridge US\$1,895 (B&H)

FOR THE RESEARCH CENTRE/LIBRARY

MICROFICHE READER

This may or may not be a capacity that is required. If it is, an example of what is available is:

Alos Z-40 Microfich/Microfilm reader Printer US\$3,895. (microfilm.com)

PRINTING/DUPLICATION CENTRE



Good printing is important to represent the professional level of the centre and the hosting institution. Therefore a high-end colour laser printer such as the Sharp MX-264ON (illustrated) should meet the printing/duplication needs of the Facility and perhaps of the Secretariat. Other units from other manufacturers may be preferred for good reasons (in-country service, etc.)US\$12,779

OEM Toner cartridges @ US\$387 per set.

Individual OEM cartridges: Black US\$ \$86; Blue, Yellow and Magenta US\$125 each; All except back rated at 15,000 pages. Black rated at 24,000.

As well a Laserjetmult-function (printer/scanner/fax should be included in the printing/duplication centre package. to be used by researchers for printing and scanning and by the centre for faxing. Again there are many choices, but one recommended is the Canon Pixma line which has good scanning capabilities.Pixma MX522 US\$150



Black cartridge XXL US\$38. Color Cartridge XLUS\$30

RIScan Book 3

RIScan Book 3 is an extremely compact scanner that fits easily in your laptop bag or in a drawer. Its three AAA batteries and the memory card will allow you to scan all your documents without being connected to a computer. It comes with a fully-functional OCR application (Readiris) that allows you to convert text zones from your scanned documents into fully editable Word, Excel or PDF documents. It is a powerful and relative cheap device. \$ 70.



WORKSTATIONS



For the research/library area, 1 workstation is recommended for each of the 4 pods and 1 workstation for use at/by the print/duplication centre. Since models and features are changing all the time (and there may be preferences for procurement based on service standards in Tanzania at the time of procurement) at this time the estimate is based on the Dell Precision T1700 Small Form Workstation. Cost, including provision for wireless card is US\$1,500 per unit (including Monitor).

DATA STORAGE/RAID SYSTEM

It is understood that in addition to providing capacity for internet research, the facility hopes to build its own data libraries which will require storage. For this the LaCie 12big Rack Storage Server is suggested. This configurable 12-drive RAID system with a capacity of up to 96TB of data, depending on RAID configuration, is expandable by three additional units.



Unit cost US\$6,500 (SaCie Storage.com)

Because of location and for long-term protection from power surges, etc. it is recommended that three spare drives SAS drawers be acquired (@ US\$400 each) plus the following accessories:

- LaCie 12big Rack Serial 2 I/O module @ US\$800
- Dual 4GB/s Fibre Channel ATTO HBA PCIe @US\$900
- LaCie 12big rack network rescur cooling unit @\$80

The unit should be mounted in a rack. Most available are larger than required for a single unit, however there may be other components of the Secretariat's IT section that will be able to utilize it. Alternatively there may be space on existing racks. One possibility is a 4' 4-post-rack for US\$470. (SRO online)

NETWORKING

This is a complex issue that can only be fully determined once the project is green-lighted so that the required technical specialists can be contracted. There are a number of factors that must be considered including, but not limited to

- In-country systems and compatibility with other government networks
- Capacity of in-house IT technical staff
- Availability of suitable IT specialists to finalize technical requirements, identify the most appropriate units required to fulfil the objectives, work with the procurement officer, and install all components to make the entire, integrated system work as intended.

Creating a functional, sustainable network is both a science and an art and it would be presumptuous to attempt to set out a definitive equipment list. Different network specialists may proceed with different structures. Will it be wired, wireless or an amalgam? Many factors may impact this. What is the existing infrastructure in the Secretariat? This may be a factor to ensure compatibility.

Therefore what is best to suggest at this point is that provision be made in the budget estimate to accommodate the components and all the cables, connectors, etc. that are required to set everything up to work seamlessly.

Components required will include, but not be limited to, switches and routers for example

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- LinkSys Switch LGS116 – 16 port probably sufficient. US\$180
- LinksysRouter LRT 224 Dual WAN Gb VPN router estimate 6 @ US\$250.

ADDITIONAL SUPPORT REQUIRED with COMMENTS

Provision is not included for cost of all MISCELLANEOUS equipment required to complete installations. This includes (but is not limited to) cables, connectors, wireless points if needed, additional lighting, etc. Allow US\$15,000

The costs outlined above **do not include** the cost of construction required to make the space suitable or appropriate decoration. This will apply to either Option, though Option 1 will not include new space but renovation of existing space.

To properly install the systems will require competent ENGINEERING & TECHNICAL SUPPORT. An estimate for this could run as high as \$30,000 if done locally.

TRAINING will be required to develop capacity to take full advantage of features of items such as the MondoPad, the Beamform microphone/Converge Pro mixer and LaCie storage and possibly other networking set-up and utilization. Allow \$25,000 for travel for training as required.

An allocation of at least \$10,000 should be included for software. At this point what software will be required (e.g. for the workstations, etc.) is not known – whether it will be cloud-based or installed system-by system. The figure suggested may be high, however if specialized software is required perhaps not. It is important that software used throughout the system be legal.

NOTE: Professional IT specialists must be consulted on ALL equipment and software required to provide the capacity that is required and expected. This should begin as soon as possible once participants in the TEAM outlined in the next section have been identified.

As well professionals in other fields (electrical, construction, A/V, etc.) must be involved so that all technical and design requirements will be fulfilled.

Steps to Implement the Plan to Develop the Centre

The following is a suggested set of priorities to establish the Centre. The Timetable column has been deliberately left open to be completed by will have to be determined by the TEAM manager – depending on when work will actually begin (something that will likely be determined by the availability of funds, government annual calendar, etc. It is proposed that the completion of the below activities may take six months. Furthermore there may be government procedures and operational requirements that will create the need for steps not known to the consultants who can only propose a logical activity flow based on the normal steps that would be required to develop such a centre based on the known space allocation and requirements/recommendations for equipment, furnishings, staffing, etc.

It must be recognized that what has been provided to this point is an overall CONCEPT plan – not a detailed architectural blueprint. Therefore the first steps must be to produce the design documents required for construction or renovation of the space, provision of adequate electrical services and outlets, etc. throughout the proposed facility and the provision of the ITC services and facilities required to do what is intended to ensure functionality of the facility.

Steps	Activities	Timetable (Dates)
1	Identify key staff who will run IRC, and immediately draw them into the development process through full participation in all following steps	
2	<p>Simultaneously identify the development TEAM made up of all who may have any input into the creation of the IRC.</p> <ul style="list-style-type: none"> • A <u>Manager with full authority to make decisions</u> should be named. This will be critical to ensure uninterrupted flow; if practical, perhaps the CAS who will be responsible for the IRC can be the TEAM Manager, and the intended Administrative Assistant for the IRC begin service as the AA for the work of the TEAM. • Any other personnel from within the Secretariat who will have any responsibility for any aspect of the development of the centre – e.g. budget staff; managers; other decision-makers. • The aforementioned (in Step 1) staff for the IRC. • ITC people – whether internal to the Secretariat or from elsewhere in government service or as contractors for the development of the IRC; ITC is a core element of the centre and will require knowledgeable representation and experienced <u>people who know how to do what will be required</u> as well as understand the concepts and purposes of the IRC. 	

	<ul style="list-style-type: none"> • Individuals responsible for electrical services – presumably it will be important to ensure electrical services 24/7; therefore people who can set up proper generation support and ensure that all electrical systems are properly installed and will function properly as required must be part of the TEAM from the beginning. • (An) individual(s) with architectural experience sufficient to provide detailed blueprints for the renovations and construction of the facility. • Any additional representatives of departments that are responsible for licences, permits and any other legal requirements for construction, installation of electrical services, etc. • Responsible representative of the Procurement Division. • An A/V specialists from within government service or contracted. 	
<p style="text-align: center;">3</p>	<p>Launch the initiative with a TEAM meeting (all present) to present the overview of the IRC – its mandate, purpose and the proposed structural layout and how the TEAM will operate.</p> <p>The meeting will be chaired by the Manager who will outline what is required and expected from each participant, how they will work together when required but also individually or as sub-teams to prepare the necessary input to the project.</p> <p>This meeting must be open for full discussion; even if preparatory documentation such as this proposal may have been circulated to participants in advance, this may be new territory for some – e.g. those from outside the Secretariat. Therefore it is critical to the success of the TEAM’s efforts that everyone understand from the outset that they not only have permission but are actually expected to participate actively – by asking questions, raising concerns, indicating problems they may see in what is being planned or how it is proposed to implement plans, etc.</p> <p>For example, one question that is not settled by this proposal, for example, is the best location for the ITC. It is currently located on the ground floor. In this proposal it has been relocated to the second floor. Is this the best idea from an operational perspective, from what will be required to relocate it, from the use of (and need for) space in the IRC area, etc. This is not a question that can or should be answered immediately in this meeting, but it is an example of an issue that should be presented as something that warrants <u>very careful consideration</u>; and there may be other issues – perhaps related to electrical services, where will adequate generation capacity be installed, structural concerns, etc.</p> <p>While it is fine to present an abstract “plan” as is the case with this proposal, once the project moves into actual implementation, it is irresponsible not to take into full consideration all issues and concern related to construction, relocations, space allocations, networking and other basic logistics. This</p>	

	<p>planning period is critical to putting in place a facility that the Secretariat can be proud of and that delivers the services it needs and wants.</p> <p>Also presented at this meeting:</p> <ul style="list-style-type: none"> • A proposed work schedule – with input requested from participants to recommend needed adjustments to ensure that the schedules for all deliverables are realistic and adequate to give participants the time they need to provide the best information possible; • Groupings of related skills so they may meet as required to generate accurate plans – for example, • the ITC and electrical people should work closely with those making renovations and doing construction to indicate where accessible channels and outlets will be needed to provide maximum coverage for the multi-purpose rooms and the interconnectivity with the research and resources centre and the ITC centre itself (depending on where it is ultimately located). • There should also be an ITC, Electrical and A/V sub-team to ensure full integration of the A/V devices (microphones, cameras, display) with the ITC components and that electrical requirements are provided; • This sub-team will also need to work closely with the construction people to advise on how best to create in-wall, through-wall or surface channels to facilitate installation, maintenance and upgrades of cabling and other peripherals as time goes by. • All technical people will have to work closely with the Procurement officer(s). <p>Other sub-groups may be identified in the discussion at this meeting. By and large they will create their own working schedules to conform with an overall schedule of deliverables to be set by the Manager upon consideration of all the factors involved.</p> <p>The Manager will request feedback on the proposed overall schedule within 2 days with the commitment to issue a revised schedule a day later.</p> <p>With respect to getting sub-team work started, times will be set for the initial sessions; the Manager should also participate at the first sessions to get clear understanding of the technical and other issues that the sub-teams will be dealing with going forward. (It should not be necessary for the Manager to be present at all subsequent meetings.) However a clear reporting procedure from all meetings to the AA should be set and the AA will be responsible for distributing all reports to all members of the TEAM.</p>	
4	<p>The Manager will hold working sessions with the ICT personnel to review requirements, consider issues related to relocation, have them begin to identify all components that will be required to implement the mandate of the</p>	

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	IRC, lay out network requirements, review the equipment suggested in this proposal to determine appropriateness and develop a comprehensive list of all items that will be required to make the IRC a cutting-edge facility, with the capacity to evolve as new technology becomes available.	
5	The Manager will work with each individual or sub-group and with the Procurement officer(s) to develop a final, comprehensive list of equipment to be purchased. While suggestions are included in this proposal, considerable research is still required to nail down suppliers and finalize individual units such as those for display. Also ITC people may already have preferred units to provide the support needed for data storage and the many tasks that will be required to create an efficient state-of-the art facility, once the final decision is made as to where the ITC will be located.	
6	The Manager will assign responsibilities to appropriate TEAM members to work with the Procurement officer(s) to provide the information needed to purchase the required furnishings and items such as suitable (darkening) curtains for the Meeting Room.	
7	The Manager will work with the A/V specialist and the Procurement officer(s) to identify A/V equipment not part of the normal ITC component (microphones, cameras, display device, etc.) As well, however, the A/V specialist may be part of the sub-team with the ITC and electrical people.	
8	<p>At the appropriate time (based on what schedules have been negotiated with all sub-groups and individual participants – and with no undue time allowed to pass – all final blueprints, documentation and plans will be circulated (architectural, electrical, ITC, etc.) and a full meeting of the entire TEAM will be held to consider, consolidate and lock in the final plans.</p> <p>At this meeting a schedule will be developed for the appropriate <u>sequence of specific activities</u> required to dismantle existing space, renovate new space, construct accessible partitions and other elements, set up/install new IT hardware and software, install electrical and cabling channels and outlets, set up new equipment and plaster/paint and install fixtures, flooring, etc.</p>	
9	Make any final revisions that may be required, coming out of the full TEAM meeting (Step 7) – allow one week for this. There may be none so it may be possible to proceed to steps 9 and 10 directly from step 7.	
10	Finalize full procurement list and place orders for all non-construction	

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	components as quickly as the system allows.	
11	Place orders for all construction elements so that construction can proceed as quickly as possible	
12	Begin construction as soon as orders issued (step 10) are cleared and authorized and arrangements for payment made.	
13	Installation of ITC will proceed as possible (following procurement, etc.) simultaneously.	
13	<ul style="list-style-type: none"> • Once all construction and decoration completed (with installation of curtains, lighting, etc.) set up furniture, electronics, display, microphone system, etc. as items are available. • Required training may be conducted to possible users and operators of the IRC. 	

Throughout the entire process, the Manager will provide close supervision, calling on technical specialists as required to help address issues or concerns. Timing may be affected by government procedural requirements – but this will be something with which the Manager will be familiar and so will be able to make accommodation and create realistic schedules.

It will be crucial for the Manager to monitor all activities very closely, to prompt individuals and sub-groups if they fall off schedule or fail to submit reports in a timely manner. The TEAM must recognize that all components and activities are inter-related, so failures in any areas will have a negative impact on the entire project.

It will also be important for the AA to circulate all information as it comes in – accurately and quickly.

Notes on Annex I

Annex I is a summary of costs estimated above.

Note of figures: in most cases figures have been rounded up to the nearest dollar – in a few cases to the nearest \$5 or \$10 to keep figures simple.

Figures from UK sources have been converted to US\$ at the rate for Dec. 29 2013. Of course rates change and that may influence the final total.

Many suppliers do not show prices but invite requests for quotes. This has made actual calculations difficult in many instances – however URLs are provided to indicate where the price given was located.

Whether or not items such as training should be included is something that can be decided by the Secretariat. Also the elements related to construction and decoration. These are simply beyond the scope of this submission.

For additional safety if it recommended that a contingency be added to the total shown in Annex 1 - – suggested - 15%. This should be done after the decision is made related to whether training is to be included and how construction/decoration will be handled.

Also it must be emphasized that when trying to budget for A/V and IT equipment, the situation is extremely volatile and fluid. Models change rapidly and prices can also vary significantly between the time an item is identified and the actual procurement is completed. This must be kept in mind for all bureaucratic processes that take time, as this type of initiative invariably does.